



Staffordshire and
Stoke-on-Trent
Integrated Care Board

Integrated Care Board Briefing

Staffordshire and Stoke-on-Trent
ICB Meeting

19 January 2023

NHS Staffordshire and Stoke-on-Trent Integrated Care Board

This briefing aims to keep partners informed of the discussions at the NHS Integrated Care Board (ICB) meeting in public. To watch the recording and read the papers [visit the ICB website](#).

Staffordshire and Stoke-on-Trent Staff Story

- Paul Edmondson-Jones, Chief Medical Officer, introduced the Compassionate Communities Network. The network includes individuals from across the Health, Care and Voluntary sector and aims to promote a more positive approach to death, dying and loss by connecting people to services that can support them. The network is currently working with the Cannock community, but their hope is to expand the network and develop compassionate communities across South West Staffordshire.

The board thanked the team for their presentation. The board commented that they especially like the network's approach to finding and sharing resources that already exist and allowing the communities to volunteer in ways that they feel best serve their community. The board would like this model to be considered for other projects where possible and would like to hear the network develops.

ICB Chair and Executive update

- David Pearson, interim Chair, highlighted that, despite the system pressures, there has been considerable activity delivered across the system, as shown in table 3.2 in the report. David thanked all the teams and staff that have kept the system moving forward during this time.
- Peter Axon, interim CEO, drew attention to the industrial action and reassured the board that each strike has a bespoke action plan created in response, that is managed at system level by the Incident Control Centre.
- Next, Peter discussed the work being done for 2023/24 in relation to Planning. He shared that the ambition is to focus on a small number of specific challenges that effect the whole system. This will ensure energy is dedicated to resolve these key issues.
- In reference to winter pressures, Peter recognised the significant stress that the system has recently experienced. There will be a 'lessons learnt' session in March with CEOs from across system, which will review data from the winter period to help improve future planning and delivery.

The board wanted to confirm that the correct data was being collected now to inform future decisions. Peter Axon confirmed sufficient data is being collected in every area.

Inpatient Mental Health Services (George Bryan Centre)

- Paul Edmondson-Jones presented the paper and confirmed that NHS England is assured that the proposals meet the five tests for service change and is content for the ICB to proceed to consultation.
- The Board were asked to formally approve the Pre-Consultation Business Case and appendices, the Communication and Involvement Plan and the Consultation Document. They were also asked to approve the recommendation to proceed to public consultation and to approve a consultation period of six weeks.

The board approved all recommendations.

NHSE Delegation Update

- Chris Bird, Chief Transformation Officer, confirmed that the decision has been taken to delegate some of NHS England's Direct Commissioning functions to ICBs, on behalf of ICSs, as soon as operationally feasible. During February there will be a non-executive

NHS Staffordshire and Stoke-on-Trent Integrated Care Board

workshop session to focus on the governance proposals, which will be brought to the board in March.

- For the West Midlands side of the Midlands delegation, there is a proposal for an 'Office of the West Midlands' to act to coordinate commissioning activity across the 6 ICBs.

The board commented that they would like more clarity on the planning and delivery of local services. Chris Bird confirmed more detail will be taken to the February workshop. Paul Edmondson-Jones confirmed there is a Collaborative Clinical Executive group that will work in parallel with this delegation work.

ICS Development

- Sally Young, Director of Corporate Governance, introduced the paper and opened the discussion for how the ICS System Development Group can be useful moving forward.
- Peter Axon acknowledged that this group acted as an important touch point for all the system workstreams to come together and assess their impact on each other.

The board commented that this work showed significant progress in the design of the system and a reminder to not overcomplicate the interdependencies between workstreams.

VSCE and MOU

- Tracey Shewan, Director of Communications and Corporate Services, presented the paper, sharing that as the Alliance developed under the previous three 'Place' arrangements, the forum will continue on this footprint.
- The Memorandum of Understanding was discussed at Quality and Safety Committee in November 2022 and recommended that the ICB approves and signs the agreement.

The board approved and signed the agreement and thanked the team for their work developing the Alliance.

Board Assurance Framework (BAF) Summary

- Sally Young, Director of Corporate Governance, presented the summary and shared that the BAF has evolved through development sessions involving colleagues in the wider system, as well as the ICB Non-Executive Directors and Executive team.

The board raised a concern around the feasibility of BAF Risk 6. Paul Edmondson-Jones confirmed there will be a piece of work started to review this.

System Finance Report

- Paul Brown, Chief Finance Officer, introduced the paper and shared that we continue to flag a risk of £12m to the achievement of this plan, however as a system we continue to strive to deliver breakeven for 2022/23.

The board thanked Paul and the team for their work to get us towards break-even.

System Operating Report

- Paul Brown shared that the national planning guidance was published on 23 December 2022. Financially, the operating plan does allow for inflation and there is some funding for new projects but overall money will need to be saved elsewhere to allow for this investment.
- The operating plan will be submitted by the end of March and the Joint Forward Plan will be submitted by June.

The board thanked Paul for the comprehensive review.

Performance Report and Winter Plan Update

- Phil Smith, Chief Delivery Officer, presented the report. Phil shared that extended and severe winter pressure across all parts of the system were experienced throughout December. This was caused by workforce issues and additional and sustained increases in inpatients with Strep-A, Covid, Flu and RSV. This caused patient flow issues.
- The operational pressure has significantly reduced to date in January.
- There will be a learning event in March to reflect on how the system responded to the winter pressures and the industrial action.
- Heather Johnstone, Interim Chief Nursing and Therapies Officer, shared details of the impacts of these pressures on patients. By working closely with our providers, and West Midlands Ambulance Service, a new way of reporting serious incidents has been implemented. This provides more detail into the cause of the serious incidents, which will be used in future to improve system effectiveness.

The board thanked Heather for her important summary and commented that there needs to be ample time on future Board Meeting agendas for this information to be shared going forward. The board thanked Phil for the update and commended the system's continued re-evaluation of the winter plan.

Quality and Safety Exception Report

- Heather Johnstone, Interim Chief Nursing and Therapies Officer, confirmed further media reports have been published nationally with allegations of poor quality of care and safeguarding issues at Ivetsey Bank (formally known as Huntercombe Stafford). The Quality Team continue to work closely to support the Provider Collaborative on these issues.

The board thanked Heather for her report.

Assurance Reports from Committees of the Board

- **Finance and Performance Committee:** Megan Nurse, Non-Executive Director, asked the board to note:
 - FPC approval of an extension to the NHS 111 contract with Vocare for a 12-month period to align our 111 commissioning activities with regional colleagues.
 - FPC advised that there is no capital funding available in Derbyshire, Staffordshire, or Stoke-on-Trent at present for the Outwards Village Project. It will remain on hold.
 - FPC accepted the Evaluation Panel's recommendations that a 3-year contract with AJM Healthcare should be awarded for wheelchair procurement.
 - The Board to note difficulty in finding suitable sites for permanent GP practice relocation in Cannock, and recommendation for system partners to collaborate in considering the public sector estate and future need.
- **Audit Committee:** Julie Holder, Non-Executive Director, confirmed a review of the effectiveness of the committee will be undertaken.
- **People, Culture, and Inclusion Committee:** Shokat Lal, Non-Executive Director, acknowledge the increase in workforce data that is being shared and thanked the team for their work to collate this.
- **Safety and Quality Committee:** No escalations.

The board thanked everyone for their reports.

Date and time of next meeting in public: 16 March 2023 at 2.00pm in public.