

Integrated Care Board Briefing

Staffordshire and Stoke-on-Trent
ICB Meeting

20 July 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](#).

Community Story - Learning Disability and Autism – Posy’s story

- Karen Webb, Deputy SRO Learning Disability and Autism for Staffordshire and Stoke-on-Trent ICB, introduced Posy’s story.
- Posy is an incredibly bright young woman, with autism. It was assumed Posy did not understand anything, but it was because she had no way of showing that she did, until now. You can watch [Posy’s story here](#).

The Board commented that it was a very powerful video. They asked how we can support families to access the services they need. Karen replied that by sharing information and working collaboratively we will be able to further meet people’s needs. Karen said that the Learning Disability and Autism portfolio works extensively with service users and these service users are already telling us what they need so we need to listen and share these learnings. The Board commented that we need to address the whole system to support people with a learning disability and autism, including the physical environments people are seen in. The Board mentioned that it would be important for schools to do the Oliver McGowan training so they can support people early in schools.

ICB Chair and Executive update

- David Pearson, ICB Chair, and Peter Axon, ICB Chief Executive Officer, introduced the report.
- David shared that he and Peter had had a recent meeting with colleagues from the West Midlands Ambulance Service (WMAS) about the engagement of ambulances with our system and services. Representatives from WMAS will continue to attend system meetings.
- Peter referenced the long-term workforce plan saying there is a lot of work to do but there is good practice happening across the system.
- Peter also addressed the ICB’s financial situation and commented that we are facing a significant challenge.
- Finally, Peter mentioned the NHS75 and was pleased we were all able to celebrate recently.

The Board thanked David and Peter for the report.

Emergency Preparedness, Resilience and Response (EPRR) Annual Report

- Phil Smith, Chief Delivery Officer, and Katie Weston, EPRR Strategic Lead, presented the report.
- Katie shared that the paper is presented in two parts: Part 1 provides the Board with a comprehensive overview of the Integrated Care Board (ICB) arrangements in place for Emergency Preparedness, Resilience and Response (EPRR), it confirms the annual assurance position for 2022 of non-compliance against best practice standards and outlines the action plan in place to improve this compliance rating for 2023.
- Part 2 is the 2023 EPRR Policy. Notable changes include a refresh of governance and roles and responsibilities following the 2022 Management of Change (MOC) and a strengthening of the organisation’s commitment to EPRR.

The Board thanked Katie and Phil and asked Katie if the update to the EPRR policy is cascaded to the other policies held by providers, to ensure we are all aligned. Katie confirmed that they were. The Board endorsed all the recommendations set out in the report.

Quality and Safety Report

- Heather Johnstone, Chief Nursing and Therapies Officer, introduced the report.
- Heather reassured the Board that we continue to monitor the impact of the current system pressures on patients, and work closely with our providers on that agenda.
- Heather acknowledged the added value of working with Healthwatch, particularly from a Quality and Safety point of view, by sharing insights gained to support each other's learning and target areas of focus where need is arriving.
- Heather noted that there has been a recent increase in MRSA blood stream infections. This is being closely monitored.
- Heather shared that the CQC continues inspections across the system, so we are supporting colleagues to drive improvements.
- Heather shared that there is some great work happening across the system, and there have been a number of award nominations across the system from quality and safety of care.
- Heather mentioned the Learning Disability Mortality Review (LeDeR) conference on 6 July, which was a very positively received event. Heather commented that we need to learn from all deaths to improve our services.

The Board thanked Heather for her report.

Finance and Performance Report

- Paul Brown, Chief Financial Officer presented the financial report.
- Paul highlighted the following 5 points:
 1. De-escalation of 2022/23 surge capacity remains challenged and is impacting the financial plan.
 2. The Same Day Emergency Care (SDEC) build (addition of 50 new general and acute beds) may not complete in time to support the University Hospitals of North Midlands NHS Trust (UHNM) aim of achieving a bed occupancy rate of 92% (or lower) and the A&E four-hour standard (76%) by 31 March 2024.
 3. Long waiters' reduction remains a significant challenge, particularly for 78 and 104 week waits. Weekly updates continue via tier 1 escalation meetings with UHNM, and a trajectory is in place to eliminate 78 and 104 week waits by mid-July.
 4. It has been identified that we are a significant outlier for >75 year old admissions. We need to reduce this by 10%.
 5. Slippage on efficiency programmes within the financial plan are contributing to a year-to-date deficit position of £15.2m, which is a £11.4m adverse variance against the £3.9m deficit plan.
- Paul shared that there is shared motivation across the system to support our financial position.
- Phil Smith, Chief Delivery Officer, introduced the performance report.
- Phil shared that the continued period of Industrial Action is impacting planned care delivery in our system. System partners are working well to minimise the impact. Urgent and Emergency care services remain in tier 2 oversight, but we have made good progress in terms of the improvement plan and strategy. There have been recent spikes in trauma demands which has been difficult for operational colleagues, but Emergency Department (ED) performance has not deteriorated.
- Phil shared that there is focus around surge planning, using last year's learnings as a guide.
- In terms of planned care, Phil shared that we remain in tier 1, which is national escalation. We have seen a stabilisation of our forecast and an improvement in our position. Locally our challenges are orthopaedics and spinal surgery as high volume remain in this area.

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- The National Getting It Right First Time team are embedded in University Hospitals of North Midlands NHS Trust (UHNM) and supporting these services.

The Board thanked Paul and Phil for the reports. The Board commented that we need to fully understand the impact on the Industrial Action on the system. The Board commented that we need to link in with the workforce team to ensure we see 'people' reflected in the performance report.

Board Assurance Framework (BAF)

- Claire Cotton, Associate Director of Governance at University Hospitals of North Midlands NHS Trust (UHNM), introduced this report.
- Claire shared that whilst significant work has been undertaken to develop the BAF during this quarter, it should be noted that there remains some further work to be undertaken, in particular around the Assurance Mapping against Committee Business Cycles and the completion of action plans / progress reports.
- In addition, a session was held with the Executive Team on 13 July 2023, which focussed on controls versus assurances, as well as enhancing Committee-reported areas that need strengthening (e.g. BAF 3).

The Board thanked Claire for the report.

Date and time of next meeting in public: 21 September 2023 at 1pm in public at Stafford Hub. More information about the upcoming Board meetings can be found on the [ICB website](#).