

# Integrated Care Board Briefing

Staffordshire and Stoke-on-Trent  
ICB Meeting

19 October 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](#).

### ICB Chair and Executive update

- David Pearson, Chair, drew attention to the ICB's financial position and the deficit of £58million, confirming that this will be discussed further in the meeting to examine the underlying issues and actions to mitigate and improve the position.
- David recognised the work that went on between the ICB Medical Director, the GP Medical Federation and the Local Medical Committee (LMC) to assist with managing concerns raised by the resident population around Walleys Quarry. He thanked everyone involved in this work.
- Peter Axon, CEO, confirmed that the financial position is challenging, but the system has come together to agree a recovery plan that is as much operationally, and clinically focused, as it is financially focused. Conversations are ongoing to discuss what else can be done to mitigate the financial challenge.
- Peter shared that there is significant pressure in Urgent and Emergency Care, caused by a number of factors. The system is working collectively to manage the pressure, particularly as it builds over winter. Peter thanked everyone involved in managing this situation.

The Board thanked Peter and David for the report.

### System Recovery Plan

- Jacqui Charlesworth, Director of Operational Finance, presented the approach being taken to establish our System Recovery Plan.
- Jacqui confirmed the approach has been developed through conversations with the ICB Executive Team, Chief Executives and senior leaders from across a range of ICS partners, as well as through discussions with the NHS England Regional Team.

The Board thanked Jacqui for sharing the update. The Board asked for reassurance that the plan contained granular detail, that will allow us to see improvements. Peter confirmed that it does, and we are already seeing improvements with Continuing Health Care, for example.

The Board asked if regular conversations were happening across the system about this plan and it was being integrated into existing committees. Peter confirmed there was a broad distribution of involvement in the plan.

The Board queried that as there is no separate workforce stream, if workforce was being considered within each of the seven streams of the plan. Mish Irvine, interim Chief People Officer, confirmed that it is being considered whether there is a separate workforce stream, but currently she is involved in the existing conversations across the system.

The Board asked how financial recovery sits alongside safe service provision. Peter confirmed that a Quality Impact Assessment (QIA) is applied if there is a potential quality impact caused by the financial recovery. There are quarterly quality reports that are used to review the QIAs. Jacqui added that there are daily 'care-driven' meetings to look at Continuing Health Care (CHC), that are part of the System Recovery Plan, which are not financially driven.

The Board asked if anyone had any further concerns to raise or comments to contribute to this plan. No further comments were made. The Board then took assurance from progress being made and ratified the decision of the Finance and Performance Committee to approve the Recovery Programme.

### Quality and Safety Report

- Becky Scullion, Director of Nursing, Quality Assurance and Improvement, presented the Quality and Safety report.
- Becky confirmed the Quality and Safety Committee (QSC) received the risk register for assurance. No new quality risks have been added or identified.
- Becky shared that there are positive recruitment programmes in place and proactive action is being taken to attract midwives into the Trusts. NHS England has released additional funding for obstetrics and neonatal medical staff. Interviews have happened locally for the neonatal consultant positions.
- Becky confirmed the ICB undertook an Ockenden assurance visit to University Hospitals of North Midlands NHS Trust (UHNM) Royal Stoke University Hospital in September 2023. Full findings are being shared with UHNM, however, despite the immense pressure maternity staff are under, they were complimentary of the leadership team.
- Becky shared University Hospitals of Derby and Burton NHS Foundation Trust (UHDB) is part of the Maternity Safety and Support Programme in a voluntary capacity and currently awaiting the draft report from a CQC visit to both hospital sites in August 2023.
- Becky confirmed the Provider Collaborative for Safeguarding has now moved into the next phase of implementation and workstreams have been established to take the work forward across the system.
- Becky shared that the NHS IMPACT (Improving Patient Care Together) has been launched to support all NHS organisations. The ICB and Core NHS Providers provided an initial baseline response to their approach at the end of August 2023. System partners have agreed to share submissions with each-other at the CQI Subgroup and consideration has been given to how the Integrated Care System (ICS) can demonstrate progress against each of the five domains within the framework.
- Becky shared some good news, in that the Care Quality Commission (CQC) has published their latest inspection into acute wards for adults of working age and psychiatric intensive care units at Midlands Partnership University NHS Foundation Trust (MPFT). The CQC report confirms that satisfactory progress has been made against the section 29A warning notice, which as a result has been lifted.

The Board thanked Becky for her update and are assured in relation to key quality assurance and patient safety activity undertaken in respect of matters relevant to all parts of the Integrated Care System.

### Finance and Performance Report

- Jacqui Charlesworth, Director of Operational Finance, presented the finance report, sharing that the year-to-date deficit position of £58.6m, is £45.0m adverse to plan at month five. This position is due to slippages in efficiency, the cost of Continuing Health Care, prescribing pressures, increased inflation, an inability to close winter escalation beds and Industrial Action.
- Phil Smith, Chief Delivery Officer, presented the performance report. The Industrial Action at the start of the month impact both planned and urgent care delivery.
- Phil shared that from an urgent care perspective, there is a significant increase in COVID-19 related demand. This is impacting staff sickness levels.
- Phil confirmed the Urgent and Emergency Care (UEC) improvement plan is being implemented and there has been significant improvement in capacity and utilisation of virtual wards in the north. The surge plan for winter is continuing through the system governance routes. It will come to this Board next month. The plan is built on demand modelling and learnings from last year.
- Phil shared that University Hospitals of Derby and Burton NHS Foundation Trust (UHDB) has been moved into Tier 1 escalation for elective and cancer performance. At University

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Hospitals of North Midlands NHS Trust (UHNM) they have now cleared the 104-week-waits and delivered the plan for September relation to the other week-waits. Cancer performance continues to be challenging but there are reductions in the 104-day and 63-day backlogs.

The Board thanked Jacqui and Phil for their reports. The Board asked when mitigations would be in place for the items showing in 'red' on page 61 of the Board Papers. Phil confirmed there has been some improvements and mitigations put in place since the papers were issued. The Board noted the exceptions highlighted in the report.

### Assurance Reports from Committees of the Board

- **Finance and Performance Committee:** Megan Nurse, Non-Executive Director, noted that Remedial Notices have been issued to Totally regarding performance issues with NHS 111 and the GP out of hours services. Megan shared that the Outwoods development in Burton has been 'unpaused' by NHS England and a business case needs to be completed to allow the project to proceed. The Primary Care Centre element will receive around £8m to be spent by 31 March 2023. Discussions are underway between the Integrated Care Board (ICB), University Hospitals of Derby and Burton NHS Foundation Trust (UHDB) and Staffordshire County Council.
- **People, Culture, and Inclusion Committee:** Shokat Lal, Non-Executive Director, highlighted the quarter one workforce report, in which it was shown that the most common reason for sickness was stress or depression. Shokat drew attention to the Freedom to Speak Up report and shared that Committee members agreed to receive a report on a six-monthly basis as these roles are critical.

The Board thanked everyone for their reports.

**Date and time of next meeting in public:** 16 November 2023 at 12.30pm via MS teams.