



Staffordshire and  
Stoke-on-Trent  
Integrated Care Board

# Integrated Care Board Briefing

Staffordshire and Stoke-on-Trent  
ICB Meeting

18 July 2024

## 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

- Matthew Missen, Public Health Specialty Registrar, introduced the story.
- Matthew stated that we are seeing increasing occurrences of vaccine preventable diseases. In particular, an increasing of pertussis (whooping cough) which can be severe for all patients, especially pregnant women and newborn infants. We have developed a programme of work to protect these groups.
- This programme includes working with our maternity service and system leads to better promote and communicate the benefits of the vaccine. Our campaign has seen a positive uptake in the rate of vaccinations in the past six months. This is an increase of 6% in comparison to the previous six months.
- Matthew shared that there remains a significant inequalities challenge and we are aware that there are certain population groups who are less likely to participate and receive the vaccination during pregnancy. We are working to address this.

The Board thanked Matthew for his presentation. The Board asked Matthew if the video and communications information will be produced in different languages for different communities. Matthew replied that they are looking into further translation options. They are looking to create local community maternity voices to help.

### ICB Chair and Executive update

- David Pearson, Chair of the ICB Board, congratulated Mish Irvine, Interim Chief People Officer and Gemma Treanor, Head of the ICS People Team, for their presentation at the NHS Confederation Expo. David expressed it was great to see Staffordshire and Stoke-on-Trent Integrated Care System represented there.
- David welcomed Tony Ahmed to the Board. Tony is a prominent dentist in Staffordshire, a Fellow of the Royal College and the chair of Staffordshire and Stoke-on-Trent Dental Network.
- Peter Axon, CEO, explained to the Board that we have a significant financial challenge that we are tackling. Peter is confident that the work the ICB are doing, is addressing it directly.
- Peter shared information on the elective recovery programme and the amount of work we have done in the last six months to break down that elective backlog.
- Peter shared inpatient numbers for Learning Disability and Autism are in the best place they've ever been. They are the best performance in the whole of the Midlands.
- The Board was delighted to welcome Professor David Croisdale-Appleby, Chair of Healthwatch England, and Non-Executive director for the CQC. David explained to the Board the background of Healthwatch and how it originated in Staffordshire. David explained that the people of Staffordshire and Stoke-on-Trent want accessible, affordable and reliable social care and that is a key focus for the future. David explained the Healthwatch vision for 2030 and how it recognises plans for primary care, urgent and emergency care, maternity and dentistry.

The Board thanked David and Peter for their update.

## Transforming Mental Health Inpatient Services in Staffordshire and Stoke-on-Trent

- Laura Smith, Deputy Chief Strategy Officer, and Upkar Jheta, Strategy Officer, from Midlands Partnership University NHS Foundation Trust, presented the Transforming Mental Health Inpatients' Services Strategy.
- This strategy was developed in collaboration with all system partners and key stakeholders, through the Mental Health and Learning Disability and Autism portfolio.
- The mandated areas of service provision are: Acute Inpatient Services for Adults and Older Adults, Adult Mental Health Rehabilitation Inpatient Services and Adult Mental Health Inpatient Services for Autistic Adults and Adults with a Learning Disability. A dementia service is also being considered within the scope of the strategy.
- The strategy sits alongside the 'Right Care, Right Person' programme which is linked to the inpatient transformation programme.
- The key areas of the strategy are:
  - Preventing avoidable admissions
  - Ensuring admissions are purposeful and that they deliver clear therapeutic benefits
  - A strong emphasis on reducing health inequality

The Board thanked Laura and Upkar for their presentation. The Board asked if we would be working alongside the police force to reduce inpatient admissions and if the police are fully engaged. Upkar responded saying there is a strong emphasis on utilisation of crisis alternatives, so we want to maximise the use of those alternatives to inpatient admission, and make sure that there's the least restrictive setting for our service users. Upkar also stated that the police are linked into the inpatient transformation programme already.

## Building a System Medium Term Plan

- Paul Brown, Chief finance Officer, delivered the paper to the Board.
- Paul advised that there needs to be clarity across the system and evidence to support conversations with our regulators. A timeline for this process needs to be agreed.
- Paul explained that a clinical model is being designed to support the plan, which the actions needed.

The Board thanked Paul for his report. The Board confirmed that the 'one system, one plan' approach is evident in the system operational plan. Paul confirmed the medium term plan has been taken through the system's governance routes.

## System Operational Plan

- Paul Brown, Chief finance Officer, delivered this report to the board.
- Paul explained that this plan has been created in alignment with the ICP strategy and the Joint Forward Plan, and that the recovery plan and its five areas, are covered within this plan too.
- There are two main aims to this plan: to deliver safe, sustainable care and to meet the capacity challenges we have.

The Board thanked Paul for his report. The board stated that we worked very closely with providers across the system to be all provider boards already and the finance forms committee, at ICB level. We are kept very busy monitoring our performance against it going forward.

## Staffordshire and Stoke-on-Trent Organisational Development Board

- This report was delivered to the Board by Pauline Grant, Associate Director of Organisational Development.
- Pauline presented a proposal for a programme of Board development sessions over the next 18 months. The proposal is: six half-day sessions that would be run, face to face.

## NHS Staffordshire and Stoke-on-Trent Integrated Care Board

- The agenda is yet to be decided but it was agreed there would be a focus on psychological safety as this is a priority in the ICB's Organisational Development Plan.

The Board thanked Pauline for her report. The Board stated that this is an important piece of work to enable us to get under the skin of many of the issues that we're discussing today. The Board are content to support the recommendations to further design and deliver.

### Quality and safety report

- Heather Johnstone, Chief Nursing and Therapies Officer, delivered the report to the Board.
- All Boards within the ICB have been asked to work with the Quality and Safety services to ensure all work meets expectations.
- Heather explained that she has been working closely with Urgent and Emergency Care to provide alternatives to Emergency Department (ED) care with both attendance and admission, and to ensure that we're supporting the maximisation of flow.
- Heather explained in addition to routine quality and safety oversight and assurance, there have been many onsite visits recently, as well as a thorough analysis of data and information, and review of patient feedback.
- A paper is being produced with the Urgent Care team, to ensure all needs are met, such as analysis of data and information and patient feedback.

The Board thanked Heather for her report. The Board commented that it was helpful to hear about the system approach to quality and safety.

### Staffordshire and Stoke-on-Trent Health and Care Senate summary and escalation report

- The paper was presented by Rachel Gallyot, Chair of the Health and Care Senate, and Lorna Clarson, a practicing GP in North Staffordshire and Deputy Chief Medical Officer and Clinical Director for the Improving Population Health Portfolio at Staffordshire and Stoke-on-Trent Integrated Care Board.
- The Board are asked to ratify the approvals made by the Senate at the meeting in June. They were:
  - Five NICE Technology Appraisals for drugs were considered by the Integrated Medicines Optimization Group (IMOG). All were relevant for secondary care and therefore classified as red drugs.
  - Sections in chapters 4, 5 and 12 of the two Staffordshire and Stoke-on-Trent formularies were harmonised. These sections refer to drugs used for headache, migraine, HIV infection, Hepatitis C infection, RSV infection and conditions affecting ear, nose and throat.
  - An Effective Shared Care Agreement (ESCA) for prescribing of lithium in adults was reviewed and approved by IMOG. This single ESCA replaces separate
  - ESCAs from North Staffordshire Combined Healthcare NHS Trust (NSCHT) and Midlands Partnership University NHS Foundation Trust (MPFT).
  - A new formulary designation "Blue" is recommended by IMOG. This designation is to cover an interim situation when commissioning arrangements are not fully in place for provision of NICE approved drugs.

The Board thanked Rachel and Lorna for their report. The Board welcomed the report and stated it was interesting to see the work of the Senate laid out as it had been today.

### Finance and Performance report

- Paul Brown, Chief Finance Officer, and Phil Smith, Chief Delivery Officer, delivered this report.

## NHS Staffordshire and Stoke-on-Trent Integrated Care Board

- Paul explained that the current financial position is showing signs of tension; there is an overspend of 6%, £4.5 million.
- Phil presented the performance report and shared that Urgent and Emergency Care is still in a very challenging place. However, there have been improvements in the four-hour wait, and we are now 70% ahead of the plan for the year. There has also been improvement in the category two response times for ambulances with the average wait being under 31 minutes; the national standard is 30 minutes. Unfortunately, there has been an increase in the numbers of hours ambulances are waiting outside of hospitals.
- Phil shared that rising levels of COVID-19 have led to significant periods of difficulty and a critical incident being triggered at University Hospitals of North Midlands NHS Trust last week.
- To support improvement, there will be a review of all the periods of severe escalation. This will include all the critical incidents there have been over the last 12 months.
- To maximise improvements the review will focus on:
  - Ensuring ambulances can hand over swiftly when they arrive at hospital by looking at the internal processes that manage flow within Emergency Departments and wards.
  - Maximising capacity. Royal Stoke Hospital have 30 more beds available and a new same day emergency care facility.
  - Winter planning. A review of last's year Winter period and preparations for this Winter have already taken place and will be shared with the Board soon.
- Phil shared that we are still working towards meeting the zero 65-week-wait challenge by the end of September. We previously had 37,000 people waiting in excess of 65 weeks; we currently have 1000 people waiting.
- 104-week waits are proving a challenge, but Phil assured the Board that we are on track to meet our target.

The Board thanked Paul and Phil for their reports. The Board asked that although the 104-week position is low now, are we on target to hit zero by the time scales indicated. Phil confirmed we are.

### People, Culture and Inclusion Assurance Report

- Mish Irvine, Interim Chief People Officer, delivered the report to the Board.
- Mish shared that vacancies have reduced from 13% to 9.3%, turnover has reduced from 10.8% to 8.8% and agency usage is now 2.7%, against a regional target of 3.2%.
- Mish asked the Board to note the Workforce Plan, within the Operational Plan, and confirmed we are on target to hit our goals.
- Mish informed the Board that there is a review underway to look at the People, Culture and Inclusion Governance Structure.

The Board thanked Mish for her report. The Board confirmed that it was good to see the numbers of agency staff reducing, particularly as this will be discussed in the quarterly review meetings with NHS England.

### System Board Assurance Framework (BAF)

- Claire Cotton, Director of Governance at University Hospitals North Midlands (UHNM), presented this report to the Board.
- Claire confirmed there was a Board development session in March where the strategic risks were reviewed. From this session, there have been some formatting changes to the BAF System Board Assurance Framework to improvement it's functionality.
- Claire explained the business cycles for the coming year and that attention would be focused on strengthening those assurances and aligning the assurances with the strategic priorities.

## NHS Staffordshire and Stoke-on-Trent Integrated Care Board

The Board thanked Claire for her report and thanked Claire for the work that is going on to get this system board Assurance framework pulled together, the board stated it's a working progress and it will never be a fully finished item on the agenda.

### Menopause policy

- Tracey Shewan, Corporate Governance Director at the ICB, introduced this policy.
- Tracey shared that menopause is a recognised condition, and so this policy looks at the impact it has on individuals.
- The policy has been approved by the People, Culture and Inclusion Committee and has been discussed with our staff engagement group and the Menopause Ambassadors.
- Tracey highlighted that there is a discussion in the policy around protected characteristics.

The Board thanked Tracey for her update and stated they found this policy a very interesting read.

### New style triple A (AAA) committee highlight

- Julie Houlder, Non-Executive Director, presented this report to the Board.
- Julie introduced the new way of presenting reports and encouraged other committees to adopt it.

The Board thanked Julie for this update.

**Date and time of next meeting in public:** 26 September 2024 at 1.00pm held in public via MS Teams