

Integrated Care Board Briefing

Staffordshire and Stoke-on-Trent
ICB Meeting

21 March 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](#).

ICB Chair and Executive update

- David Pearson, Chair, and Peter Axon, Chief Executive Officer, presented the report.
- David thanked David Rogers, Chair at North Staffordshire Combined Healthcare, for his support building a system-wide approach ahead of him stepping down from the role soon.
- David also recognised that it was Dr Paddy Hannigan's final Board meeting before retiring and wanted to acknowledge the work Dr Hannigan has done over the last thirty years across the system.
- Peter recognised that there is work ongoing around health inequalities and that it is a really important area of work given the pressures faced both operationally and from Urgent and Emergency care.
- It was also acknowledged that there is some work ongoing around Planning for 2024/25 and this is gradual but challenging from an operationally, financially and from a workforce point of view.

The Board thanked Peter for the report and there were no questions asked.

NHSE Specialised Service Delegation

- Chris Bird, Chief Transformation Officer, presented the report.
- Throughout 2023/24 NHS England and the ICB have been working together to co-design and co-produce Specialised Services.
- At the NHS England Board in December 2023, it was agreed that three regions including the Midlands were ready to receive delegated functions with effect April 2024.
- Benefits of this include:
 - Quality of patient care
 - Equity of access
 - Value
- The accountability for all services will remain with NHS England at national level and the ICB will take on the delegated commissioning responsibility.
- The ICB will be responsible for decision making and the specialist commissioning budget.
- The allocation for Staffordshire and Stoke-on-Trent ICB will be c£235.7million.
- There will be a single contractual meeting with NHS England and relevant providers to ensure there is visibility across all Specialised Services.
- The ICB will access clinical and quality functions provided by the Midlands Commissioning Multidisciplinary Team hosted by NHS England.
- The existing West Midlands Joint Committee which was established as part of the Pharmacy, Ophthalmology and Dentistry delegations will be refreshed to include Specialised Services.
- During 2024/25, the ICB will continue to collaborate with NHS England colleagues on the design of the next phase of the transition with further delegations planned for April 2025.

The Board thanked Chris for the report. The Board asked if the sub-committee structures and terms of reference would be reviewed. Chris confirmed that work will commence with the corporate governance team to ensure that the terms of reference are refreshed. The Board also asked if the allocated funding is over and above the normal allocations and Chris confirmed this is the case.

Joint Forward Plan

- Chris Bird, Chief Transformation Officer, presented the report.
- Chris thanked the planning team who have been working on the Joint Forward Plan (JFP) over the last few months.
- The JFP is a five-year plan that describes how the ICB and its partners will deliver the long term strategic ambitions that are detailed in the Integrated Care Partnership Strategy.
- ICBs are required to refresh the JFP annually however, the first JFP was only published in June 2023 and the refresh this year would be a companion piece.
- The companion piece would focus on three areas:
 - Reflect national guidance that has been updated since June 2023.
 - Refresh our strategic direction.
 - Report on progress on the programmes set out in the first JFP.
- The updated JFP will also include supporting statements from Health and Wellbeing Boards.
- This is a draft JFP and is due to be presented at Health and Wellbeing Boards. NHS England have also reviewed the content and have provided some feedback.

The Board thanked Chris for the report. The Board asked what impact the ICBs current financial situation has on the JFP and how this will be accommodated. Chris advised that the work is imperative for 2024/25 and he will discuss with Paul Brown, Chief Finance Officer, how to articulate the financial aspects more clearly in the updated JFP.

Intelligence Strategy

- Chris Ibell, Chief Digital Officer presented the report.
- The Intelligence Strategy reflects a number of activities within the Digital Roadmap that we are currently undertaking as an ICS.
- There are five strategic intelligence goals including:
 - A data centric culture and workforce.
 - A unified data warehouse.
 - Governance and information governance processes.
 - Intuitive reporting and insight.
 - A virtual ICS-wide intelligence function.
- The next steps for this will be to:
- Prioritise a Programme Manager who will be allocated by the Digital Team to develop an incremental, multi-year delivery and transformation plan.
- Continue to ensure alignment with key stakeholders across the system/providers/region to support the design and delivery of key workstreams.
- Define a detailed roadmap outlining milestones, deliverables, dependencies and timelines against which progress can be tracked.

The Board thanked Chris for the report. The Board asked if the intelligence strategy would be implemented quickly enough to deliver on the ambitions of the system. Chris advised that he is working closely with the information governance colleagues to progress the strategy quickly. The Board also asked whether the data can be easily interpreted. Chris advised that we have a lot of data now, but it is not easy for people to make use of this information. This is a multi-year strategy, and the aim is to be able to embed analytics within our day-to-day processes.

Quality and Safety Report

- Heather Johnstone, Chief Nursing and Therapies Officer, and Josie Spencer, Non-Executive Chair of Quality and Safety Committee, presented the report
- A Continuing Health Care collaborative has been established and is working well. There has a number of notable improvements in the Continuing Health Care over the last few months. This has meant there has been a significant improvement to patient experience.
- An additional risk has been identified in relation to the surgical termination of pregnancy services due to the unexpected closure of the service. A detailed quality impact assessment is underway to ensure that service users can access services if needed.
- Following a visit to University Hospitals of North Midlands (UHNM), there has been improvement to Maternity and Neonatal services which had been flagged at a previous visit by the ICB and the CQC.
- West Midlands Ambulance Service have had their CQC report, and their rating is now good.

The Board thanked Heather and Josie for the report and no questions were asked.

Finance and Performance Report

- Paul Brown, Chief Finance Officer, Phil Smith, Chief Delivery Officer, and Megan Nurse, Non-Executive Chair of Finance and Performance Committee, presented the report.
- Paul re-iterated the improvements in Maternity services as well as Primary Care and End of Life care.
- Paul confirmed that the system has previously been given approval for a deficit of £91.4million and we are currently on track to do this.
- Phil advised that Urgent and Emergency Care is still challenging but there has been some noticeable improvement overall in the last month including Category 2 ambulance response times have improved to 30 minutes which is within the national target.
- The decision has been made to maintain all surge activity beyond the Easter period to the end of April. A de-escalation plan is also being developed along with a capacity plan for the year ahead.
- During April, a system learning event will be held to reflect on Winter pressures.
- There will be an independent review in terms of demand and capacity for the ambulance service across the West Midlands footprint.
- There has been a delay to the 78-week waits due to industrial action, but this should be eliminated by the end of April.
- We are also within our tolerance for backlog clearance for cancer patients.
- Megan highlighted there have been some work around the system recovery programme and that there is significant importance of ensuring sufficient capacity is aligned with the recovery programme going forwards.
- There is a cost saving of between £4.2m - £6m for the Medicine Optimisation work for 2023/24.

The Board thanked Paul, Phil and Megan for the report. The Board took assurance from the reports and discussions that took place in the finance committee.

2024/25 Planning Update

- Paul Brown, Chief Finance Officer, presented the report.
- Paul advised that there is a system deficit of £179m.

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- There have been events with NHS England colleagues and the system has been given instructions improve and increase the level of savings that we make.
- Mish Irvine, Interim Chief People Officer, also provided an update around workforce. Across the system, patient safety and service delivery is paramount and partners across the system are aligned to continue to find productivity savings.
- Phil Smith, Chief Delivery Officer, provided an update and advised that by September 2024 we will clear our 65-week waits.
- Paul advised that the next steps are to continue to develop the recovery plan considering the previous work and learning that has been done across the system.

The Board thanked Paul for the report. The Board commented that the proposed model is detailed and thorough. The Board asked if there was enough capacity and resource available. Paul confirmed that this is a work in process, but it is critical work and precise proposals on how this would be achieved would be available soon. The Board confirmed they approve the recommendations.

ICB Budget Setting

- Paul Brown, Chief Finance Officer, presented the report.
- Paul confirmed that this is not a final budget as the process for agreement is still ongoing.

The Board thanked Paul for the report and no questions were asked.

People Culture and Inclusion Report

- Mish Irvine, Interim Chief People Officer, and Julie Houlder, Non-Executive Chair of Audit Committee, presented the report.
- Mish confirmed we are in a positive position in Staffordshire and Stoke-on-Trent and vacancies and turnover of staff are decreasing.
- There are some challenges financially and also trying to meet the long-term workforce plan.

The Board thanked Mish and Julie for the report and no questions were asked.

ICB Constitutional changes required by NHS England

- Tracey Shewan, Director of Corporate Governance, and Paul Winter, Associate Director of Corporate Governance, presented the report.
- The ICB has a legal duty to have a constitution. NHS England have asked us to vary the constitution and these changes have been approved by the Chair.

The Board thanked Tracey and Paul for the report and no questions were asked.

Freedom to Speak Up Report

- Tracey Shewan, Director of Corporate Governance, presented the report.
- Tracey thanked the Freedom to Speak Up Guardians, Shabana Mahmood and Tracey Revill for the work they do as the Guardians across the ICB.

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- Freedom to Speak Up Month took place in October 2023 and the Guardians explored what the barriers were for people speaking up and how these could be addressed.
- The work that is undertaken is anonymous, but themes and trends are identified to see whether there are any issues that may need to be picked up.

The Board thanked Tracey for the report. The Board asked that Shabana's and Tracey's titles are noted as Freedom to Speak Up Guardians on the reports. The Board also asked if in the next report if more information could be provided for GP contact. Tracey confirmed that both of these would be actioned in the next report.

Audit Committee Report

- Julie Houlder, Non-Executive Chair of Audit Committee, presented the report and took this as read.

The Board thanked Julie for the report and no questions were asked.

Date and time of next meeting in public: 18 April 2024 at 1:00pm held in Public – via Microsoft Teams.