

**Minutes of a meeting of NHS Devon Integrated Care Board held in public at County Hall and via Microsoft Teams and livestream on Wednesday 03 May 2023 between 10.00am and 13.00pm**

| <i>Name and initials (*voting member)</i> | <i>Title and organisation</i>                                                                              |
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| <b>Board Members:</b>                     |                                                                                                            |
| *Dr Sarah Wollaston (SW)                  | Independent Chair, NHS Devon                                                                               |
| *Graham Clarke (GC)                       | Non-Executive Member, Audit and Risk, NHS Devon                                                            |
| *Judy Hargadon (JH)                       | Non-Executive Member, Primary Care, NHS Devon                                                              |
| *Mr Hisham Khalil (HK)                    | Non-Executive Member, Quality and Performance, NHS Devon                                                   |
| *Kevin Orford (KO)                        | Non-Executive Member, Finance and Remuneration, NHS Devon                                                  |
| *Professor Sheena Asthana (SA)            | Non-Executive Member, Health Inequalities, NHS Devon                                                       |
| *Jane Milligan (JM)                       | Chief Executive Officer and Accountable Officer, NHS Devon                                                 |
| *Nigel Acheson (NA)                       | Chief Medical Officer, NHS Devon                                                                           |
| *Bill Shields (BS)                        | Chief Finance Officer, NHS Devon                                                                           |
| *Darryn Allcorn (DA)                      | Chief Nursing Officer, NHS Devon                                                                           |
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| <b>Partner Members:</b>                   |                                                                                                            |
| *Sarah-Lou Glover (SLG)                   | Partner Member for Mental Health                                                                           |
| *Frank O'Kelly (FOK)                      | Partner Member for Primary Care                                                                            |
| *Liz Davenport (LD)                       | Partner Member for NHS Trusts & Foundation Trusts, Chief Executive Officer, Torbay & South Devon NHS Trust |
| *Tracey Lee (TL)                          | Partner Member for Local Authorities, Chief Executive, Plymouth City Council                               |
| *Steve Brown (SB)                         | Partner Member for Local Authorities, Director of Public Health, Devon County Council                      |
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| <b>Guests in attendance:</b>              |                                                                                                            |
| Anthony Fitzgerald (AF)                   | Chief Delivery Officer, NHS Devon                                                                          |
| Andrew Millward (AM)                      | Chief Communications and Corporate Affairs Officer, NHS Devon                                              |
| Paul Renshaw (PR)                         | Director of Strategic Workforce, NHS Devon                                                                 |
| Simon Tapley (ST)                         | Chief Transformation & Strategic Planning Officer, NHS Devon                                               |
| Cllr James McInnes (JMc)                  | Chair, Devon Integrated Care Partnership, Devon County Council                                             |
| Ann Cooper                                | Interim Strategic Governance Adviser                                                                       |
| Jodie Howland (JHo)                       | Governance Business Manager (minutes)                                                                      |
| Sam Cush (SC)                             | Communications Manager, NHS Devon                                                                          |
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| <b>Apologies for absence</b>              |                                                                                                            |
| *Thandiwe Hara (TH)                       | Non-Executive Member, People and Culture, NHS Devon                                                        |
| Kate Shields (KS)                         | Chief Executive Officer, Cornwall & Isles of Scilly ICB                                                    |
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| Minute number |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| 1             | <p><b>Welcome and Apologies for Absence</b></p> <p>The Chair welcomed all to the meeting, including James Brent, Chair of University Hospitals Plymouth NHS Trust (UHP); Richard Ibbotson, Chair of Torbay and South Devon NHS Foundation Trust (T&amp;SD), Jono Broad, NHS England and Susan Masters (SM), Deputy Chief Nurse who was attending in place of Darryn Allcorn who had commenced a secondment with University Hospitals Plymouth NHS Trust. A welcome was also extended to Mr and Mrs Symes who would be presenting item 4 on the agenda.</p> <p>It was noted that apologies for absence had been received from Non-Executive Member Thandiwe Hara and Chief Executive Officer, Cornwall and the Isles of Scilly ICB, Kate Shields.</p> <p>The meeting was noted as quorate.</p> <p>The Chair confirmed that at a private meeting of the Board in March the Digital Strategy was approved and is now publicly available. The terms of reference for a Joint Working Agreement with NHS England for specialist services had also been approved at that meeting and will be included in the Governance Handbook available on the website.</p> <p>At today's meeting of the Board in private, the Workforce Strategy, Board Development and Organisational Change would be considered and updates on these items would be shared at a future meeting in public.</p>                                                                                                                                                                                                                                                                                                                                             |
| 2             | <p><b>Declarations of Interest</b></p> <p><b>The Declarations of Interest Register was noted.</b></p> <p>No conflicts for agenda items were declared.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 3             | <p><b>Minutes Meeting held on 15 March 2023</b></p> <p>The minutes of the meeting held on 15 March 2023 were <b>approved</b> as a correct record.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 4             | <p><b>Citizen's Voice</b></p> <p>The Chair welcomed June Symes (JS), accompanied by her husband Bruce, to the meeting to share their experience of June requiring a knee replacement within Devon.</p> <p>This experience had included repeated visits to different physiotherapists within the NHS over a period of months who all considered that she required a knee replacement but were not able to refer for an X-ray to confirm this clinically so that she could be added to the 18-month waiting list for surgery. In light of the impact of pain being experienced, JS had chosen to have the knee replaced privately.</p> <p>The Chair and Board members thanked JS for sharing her experience and expressed regret for the difficulties she had had in obtaining care and for the personal impact to her and her husband. Concern was expressed at the number of people who are prevented from getting onto the waiting list and the inefficiencies and frustrations this is creating.</p> <p>It was confirmed that what is being undertaken to recover the waiting list position, with those on the waiting list having 'what matters to me' conversations to support them. The Chief Delivery Officer also indicated that work to support those who have not yet been added to a waiting list was required as was improved communication with those patients.</p> <p><b>Action – Chief Delivery Officer to review the orthopedic pathway and barriers to an efficient, cost effective and user-friendly pathway. Review of specialist physiotherapist pathway to be brought back to a future Board Meeting.</b></p> <p><i>Administrator's note: JS, BS and SC left the meeting following this item.</i></p> |

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| 5  | <p><b>Chair's Report</b><br/>The Board were asked to note the report.</p> <p><b>Decision: That the Chair's Report be noted</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 6  | <p><b>Chief Executive's Report</b><br/>The Chief Executive introduced the report and highlighted the following points:</p> <ul style="list-style-type: none"> <li>• Robust planning had safeguarding services over the bank holiday industrial action.</li> <li>• Following a further meeting with the NHS England national team, a further Operating Plan will be re-submitted with adjustments in respect of A&amp;E and elective care targets.</li> <li>• Collective work with the South West Academic Health Science Network is continuing around the Peninsula Research and Development Strategy. The first meeting of the Peninsula Research and Innovation Partnership Board will take place at the end of June.</li> <li>• The Chief Executive and Chair of NHS Devon are due to meet the New Chief Constable of Devon and Cornwall Police, Will Kerr, on 4 May.</li> <li>• NHS at 75 will be held on 5 July 2023 and will be marked by the organisation to celebrate what is going well, while recognising the continued challenges.</li> </ul> <p><b>Decision: That the Chief Executive's report be noted.</b></p> |
| 7  | <p><b>One Devon Partnership Board Chair's Report</b><br/>The report was taken as read.</p> <p>A request was made to understand how the monies relating to the Cost of Living Fund had been allocated. James McInnes confirmed that a report was being prepared and would be presented to the next One Devon Partnership Board meeting in June. James McInnes agreed to share this report with the ICB Board.</p> <p><b>Decision: That the One Devon Partnership Board Chair's Report be noted.</b><br/><b>Action: That the Cost of Living Fund report be shared when available</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 8  | <p><b>Cornwall and Isles of Scilly ICB Update</b></p> <p><b>Decision: That the Cornwall and Isles of Scilly ICB Update be noted.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 9  | <p><b>Integrated Quality, Performance and Finance Report (IQPR)</b><br/>The Chair informed the meeting that this report was being presented for information and that detailed discussions on the content of the report had taken place within the Assurance Committee meetings, with issues being escalated to the Board via the Committee Chair's reports, if required.</p> <p>There was a general feeling among Non-Executive and Partner Members that there remain missing metrics including primary care, health inequalities and community care that would enable a fuller picture of performance within the ICS. SM confirmed the work that was underway which will further strengthen the report.</p> <p><b>Action – An update to the Board around the progress of the IQPR report</b></p> <p><b>Decision: That the Integrated Quality, Performance and Finance Report be noted.</b></p>                                                                                                                                                                                                                              |
| 10 | <p><b>Committee Chair's Report - Primary Care Commissioning Transitional Committee, 23 March 2023</b><br/>The report was taken as read.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

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|    | <p><b>Decision: The Committee Chair's Report of the Primary Care Commissioning Transitional Committee on 23 March 2023 be noted.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 11 | <p><b>Update on Urgent, Elective, Cancer and Diagnostic Plans for 2023/24</b><br/> Chief Delivery Officer Anthony Fitzgerald (AF) clarified that the report presented only known waits and confirmed that this continues to be an area which requires further consideration and evaluation.</p> <p>The following areas of the report were highlighted:</p> <ul style="list-style-type: none"> <li>• Delivery Boards have been reframed to focus on assurance and to drive performance.</li> <li>• Urgent and Emergency Care Boards have met and have clear standards of which to measure against. <ul style="list-style-type: none"> <li>○ Reintroducing four hours standard wait for either a decision to admit or discharge within the Emergency Department</li> <li>○ Reduce category two response times for the ambulance service and reduce the time waiting outside acute hospitals</li> </ul> </li> <li>• Elective care is focusing on <ul style="list-style-type: none"> <li>○ reducing unnecessary waits,</li> <li>○ reducing and eliminating 104-week waits</li> <li>○ reducing 78- and 65-week waits</li> </ul> </li> </ul> <p>AF concluded that a pathway redesign within diagnostics is required but there is also real delivery happening right now. It was confirmed that all providers have committed to trajectories and are working hard to achieve these. The Board considered the metrics within the paper and the triangulation with the Operating Plan.</p> <p>The Board was reflective on the impact of waiting times after hearing the citizen's story earlier and discussed how best to communicate with patients during their wait to empower them to become partners in their own care and to be waiting well; and with staff to ensure they understood the different schemes available. It was noted that that the System Recovery Group had discuss communication at its most recent meeting and that this work will be taken forward.</p> <p>There was discussion around the impact of waiting on the mental health of patients and also how health inequalities were taken into consideration for patients waiting longer than expected. The Board requested further information around mental health and health inequalities as part of the next update.</p> <p><b>Action: A report be made to a future meeting of the Board in respect of the health inequalities being experienced by patients on waiting lists.</b></p> <p><b>Decision: The Update on Urgent, Elective, Cancer and Diagnostic Plans for 2023/24 be noted.</b></p> |
| 12 | <p><b>Committee Chair's Report – Quality and Performance Committee - 5 April 2023</b><br/> The report was taken as read and the following points were highlighted</p> <ul style="list-style-type: none"> <li>• A request has been made for quality data around patient experience to be included within the IQPFR.</li> <li>• An escalation was made to the Board around increasing the engagement with providers at the Never Event Group.</li> </ul> <p>It was noted that following the April meeting of the Quality and Patient Experience Committee, a meeting had been arranged with providers to discuss engagement and progress will be fed back to the Committee.</p> <p><b>Action – The Board to be updated on progress of engagement at the Never Event Group via the Quality &amp; Patient Experience Committee.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

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|    | <b>Decision: The Committee Chair's Report of the Quality and Performance Committee held on 5 April 2023 be noted.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 13 | <p><b>Operating Plan and Recovery Position</b><br/>Chief Finance Officer, Bill Shields (BS) verbally updated the Board on the following points:</p> <p>The Operating Plan had been reviewed and signed off at each individual provider organisation and at the NHS Devon Finance Committee. Following minor changes which have been communicated with all Trusts, the plan will be resubmitted to the National Team this week. BS confirmed that these changes do not impact the financial position.</p> <p>He went on to confirm that the plans include changes to the elective trajectory see 65- and 104-week waits are to be resolved during this fiscal year rather than being left to the final quarter.</p> <p>A System Recovery Board (that meets fortnightly) has been established to monitor and deliver the recovery programme. The System Recovery Board will finalise a schedule of savings and activities to be achieved which will be taken to the NHS Devon Finance and Performance Committee for assurance that the plan is on track for delivery.</p> <p>It was requested that an update on the Recovery Programme progress be included as an agenda item at each Board meeting.</p> <p>It was noted that work is being undertaken to ensure that the public are made aware of the decisions that are having to be made to achieve the targets NHS Devon is being required to meet and the approach to this communication will be reported to the Board.</p> <p><b>Action: That the Recovery Plan be included on all future Board agendas for assurance around the recovery position.</b></p> <p><b>Decision: That the Operating Plan and Recovery Position update be noted.</b></p> |
| 14 | <p><b>Finance Reports, NHS Devon and ICS Devon Month 11 Reports</b><br/>The Chief Finance Officer (CFO) introduced the reports indicating that these would be taken as read.</p> <p>The following points were noted:</p> <ul style="list-style-type: none"> <li>• Month 12 shows no material movement within the ICB or ICS</li> <li>• Final accounts have been prepared and are being finalised</li> <li>• Achieved the capital position reported to the Board during the year</li> </ul> <p>The Chair of the Finance Committee thanked colleagues for the work in bringing the position.</p> <p><b>Decision: That the Finance Reports, NHS Devon and ICS Devon Month 11 Reports be noted.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|    | <p><b>Committee Chair's Report – Finance Committee - 28 March 2023 and 25 April 2023</b><br/>The report was taken as read.</p> <p>The following points were highlighted</p> <ul style="list-style-type: none"> <li>• The Operating Plan had been approved at the 28 March meeting. Headlines were provided within the report for the Board and updates will be brought to the Board through future Chairs reports</li> <li>• Approval was sought for a change of the Terms of Reference for the Finance Committee including the addition of performance and the delegation of board assurance framework risks.</li> <li>• Approval was sought for delegation of estates issues, with it being noted that a stakeholder summary would be provided to the Finance and Performance Committee for any estates rationalisation proposals and that any community estates rationalisation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|    | <p>proposals will also be taken through the Primary Care Commissioning Transition Committee.</p> <p>It was agreed to include the NHS Devon Board on the escalation flowchart for Estates.</p> <p><b>Decision:</b></p> <ol style="list-style-type: none"> <li><b>1. The revised Terms of Reference for the Finance and Performance Committee approved.</b></li> <li><b>2. The Proposed Scheme of Delegations for Strategic Estates and Facilities approved.</b></li> </ol> |
| 16 | <p><b>Action Log</b></p> <p>The Chair referred the meeting to the progress being made in respect of actions arising from previous meetings of the Board.</p> <p>The Board requested that actions remain open until reports have been presented back to a meeting rather than closing when items are added to the forward planner.</p> <p><b>Decision: That Action 24 and 34 be closed and that Actions 26, 29, 30, 31 remain in progress.</b></p>                         |
| 17 | <p><b>Questions from Members of the Public</b></p> <p>The Chair confirmed that no questions from the public had been submitted prior to the meeting.</p>                                                                                                                                                                                                                                                                                                                  |
| 18 | <p><b>Any Other Business</b></p> <p>The next meeting of the NHS Devon Board to be held in public will take place on 5 July 2023 at Derriford Hospital, Plymouth.</p>                                                                                                                                                                                                                                                                                                      |

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| Minutes approved | Date: | Signed by Chair: |
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