

## INTEGRATED CARE BOARD, BOARD MEETING (Public) MINUTES

Date: 21 September 2022

Time: 12.30pm – 15.30pm

Location: Via Microsoft Teams

| Item | Discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Decision taken by Organisation                                           |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 1    | <p><b>Welcome and Apologies</b></p> <p>SW extended a warm welcome to all in attendance and to those members of the public watching via You Tube.</p> <p>Apologies were noted from Sarah-Lou Glover</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                          |
| 2    | <p><b>Declaration of Interests</b></p> <p>No new declarations of interest were offered.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                          |
| 3    | <p><b>Minutes of previous meeting and action log</b></p> <p>GC requested to update the wording to the audit and risk committee section to read that the committee were delegated authority to appoint the external auditor. No open actions to review.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | The board <b>approved</b> the minutes with the amendment suggested by GC |
| 4    | <p><b>Former CCG Annual Report</b></p> <p>SW confirmed that the CCG Annual Report has been approved by NHS England and has now been published and is available via the public website.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                          |
| 5    | <p><b>Citizen involvement story</b></p> <p>Mrs Duran joined the meeting to share her experiences of waiting for a hip replacement. Mrs Duran had waited for over 104 weeks for a hip replacement and following a routine appointment she had a call to be offered a cancellation at the Nightingale Hospital in Exeter. The surgery was undertaken and following just a short overnight stay Mrs Duran could not praise the experience enough highlighting the complete holistic process undertaken by the Nightingale Hospital. Now just 5 weeks post her second hip replacement, again performed at the Nightingale Hospital, and this time being discharged on the same day. Mrs Duran explained that the post operative care and information was excellent. There were no negative comments that Mrs Duran could find to describe her experience and shared she would recommend the Nightingale Hospital to anyone within the system.</p> <p>Mrs Duran was fortunate to work for the NHS so was aware of the pressures facing the acute hospitals and felt that perhaps if the public did have more of an understanding of these pressures it may support patients to understand whilst on the waiting list. There was feedback that the signage for the Nightingale Hospital could be improved on the approach and entrance.</p> <p><b>Action 1 – AM to feedback improving the signage for the Nightingale Hospital to the shared with RUHD</b></p> |                                                                          |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|   | <p>SW explained that having touched on health inequalities during the section that this is an area which is very much part of the remit of the organisation and asked how the organisation is ensuring there are not groups of people disadvantaged using our systems. JM shared that through the planned care board there is a focused piece of work with United Hospitals Plymouth (UHP) and the Plymouth System using a framework to drill down that health and inequalities such as learning disability and mental health are being picked up being developed with a view to being rolled out across the County.</p> <p>ST also informed the board of the work one of the local GPs Clare Hooper had led coming out of Covid and the long waits which was a comprehensive report which could also be shared.</p> <p><b>Action 2 – JM to provide an update on health inequalities work to the board in October.</b></p> <p><b>Action 3 – ST to share Dr Hooper’s report on long waits during covid.</b></p> <p>SW responded to a comment from a member of the public requesting to understand why a positive story had been chosen to share. It was shared that there was a previous story that was a negative experience. There was an acknowledgement that NHS staff are working extremely hard and is shows a balance and acknowledge the positives too.</p> |  |
| 6 | <p><b>Chairs report</b></p> <p>SW took the report as read. SW extended her gratitude to all members of staff who had been involved in the appointments of members of the ICB and One Devon Partnership boards and to those members who are giving their time and expertise to the boards. The cost of living crisis was highlighted, and it was shared that there would be a summit bringing together the partners to discuss the impacts, solutions where possible and share best practice.</p> <p>SA felt work around the cost of living crisis should be key. There were discussions around how the cost of living will impact the workforce as well as the public and SB shared some of the ways the cost of living crisis is affecting voluntary organisations such as the Citizens Advice Bureau who are losing volunteers because they need to now work.</p> <p>Further gratitude to colleagues for the good work happening across the system under extremely challenging circumstances. Devon has a high number of people who are waiting for more than 2 years for care; however, Devon is nationally one of the leading systems in tackling this.</p> <p>JM confirmed there are winter preparations happening alongside the local authorities and voluntary sector organisations within the Integrated Care Partnership (ICP).</p>                       |  |
| 7 | <p><b>Chief Executive report</b></p> <p>JM shared that the winter plan is being worked on including the timelines being worked through the system deliver and improvement group. In October there will be an overarching winter plan on the current key areas. There will also be further information published nationally about the winter approach. This will include community capacity and ensuring workforce is maximised,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|   | <p>It was shared that the new 111 provider , Practice Plus Group, starts on 27 September. The organisation has been working with the new provider to ensure a seamless handover.</p> <p>The acute services sustainability programme was shared and there was a signposting to the link to review this.</p> <p>The vaccination programme for flu and covid is well underway.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| 8 | <p><b>ICS Executive report</b></p> <p>JM highlighted the purpose of the executive group was to receive updates from the finance, quality, strategy and transformation and system delivery and improvement groups. A strong governance process is being worked on to ensure a good flow of assurance from the different sub groups of work taking place. There was a meeting of the Executives took place yesterday which saw the Better Care Fund (BCF) presented and approved.</p> <p>KO asked to understand the boards accountability of the winter plan with the work happening at the system delivery and improvement group and when the plan comes to the board is that for approval alongside the money being spent to be clear that it is the board accountable for this expenditure rather than an executive group. JM confirmed that the demand and capacity plan has been time limited, so the ICS Executive committee has been utilised to approve this. For the Better Care Fund, the ICS makes the recommendation to the regional team who sign this off. ST felt that the board should have some oversight of the winter plan funding and shared that the providers have their governance route for things such as the Better Care Fund set however there is still work to be done in this regard for the NHS. It was challenged that the organisation should be working within their own standing financial instructions, and this is a piece of work to be undertaken.</p> <p>GC requested to understand how the money is being spent for the Better Care Fund (BCF) to ensure value for money. SW shared that the voluntary sector often feels they could be involved further than they are being. ST confirmed there is communication with the voluntary sector at locality level by groups led by the locality directors.</p> <p><b>Action 4 – ST to include an update to the board on how the BCF is being spent and monitored on an ongoing basis.</b></p> <p><b>Action 5 – ST to gain assurance for the board that the VCSE sector are being involved in service planning.</b></p> <p>There was a discussion about governance routes and information reaching the board. JM confirmed there is a plan to have a 6 month review of the governance structure. ST confirmed that going forwards as work develops there will be a greater overarching understanding and suggested if there were elements of the report that were not providing the information required, he would be happy to hear what would be required and the report can be strengthened. There was a suggestion that he regular meetings with the chair and the non-executives could be utilised to gain a deeper understanding of what areas people feel are missing to strengthen knowledge and process.</p> <p><b>Action 6 – A forward planner to be developed to ensure a clear understanding of when things will be happening.</b></p> |  |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 9  | <p><b>One Devon Chairs report</b><br/>JMc took the report as read and provided an update on the strategy development. The work has started and there is a broad spectrum of people on the group, including care providers, voluntary sectors as well as NHS. There is an online summit being planned around the cost of living and to bring this together as a system response. This will enable partners to identify gaps and outline a plan to fill the gaps. TL felt that an understanding of what is happening would be excellent, but the risk of duplication is high as these things are already happening. JMc felt the partnership can bring this together to create an overarching resource. GC felt the changes that have happened with better alignment with local authorities have to create benefits in new ways of working to enable short term deliver and long term sustainable solutions.</p> <p>JMc requested to understand whether adult social care data is made available to the board to ensure oversight. ST confirmed there is access to some data however there is more work to do around this.</p> <p><b>Action 7 – ST to work with colleagues to access adult social care data from the local authorities.</b></p> <p>SA felt a fast tracking trusted resource environment status would really support with accessing data from our social care partners.</p> <p><b>Action 8 – Trusted resource environment status to be added to a development session for further discussion.</b></p> |  |
| 10 | <p>Following a short break there was a question from a member of the public who asked to understand if the cost of living crisis work would include the impact on service users and their access to services. SW responded to confirm that this would be the case.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| 11 | <p><b>Finance report</b><br/>JD presented the month 4 finance report. It was made clear the report is relating to the Devon ICS which is made up of the ICB and the other NHS providers. A plan of £18.2m deficit was submitted and work is ongoing to deliver this plan. It was highlighted that there will be ongoing impacts on finances year on year.</p> <p>Against the plan the organisation is reporting a breakeven position for the year to date of £9.6m forecasting to deliver against the plan set. There are significant financial risks and a significant amount of action required to reach this position. The single biggest risk is a shortfall against the Capital Improvement Plan (CIP). There will be wider system work to improve this position.</p> <p>There was a question whether if you looked at historical finances would it show a consistency which would indicate there would not be a lot that can be done to come out of deficit. JD agreed that you could look at finances this way and challenged that it wouldn't show that nothing could be done. There was an acknowledgement that any deficit is carried over and would have to be paid at some point in time.</p> <p>The financial recovery plan was highlighted consisting of 14 workstreams the intention of these programmes requires cross system working and will enhance areas of system work.</p>                                                                                                                   |  |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                             |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
|    | <p>There was an understanding that the long term direction and sustainability of the system had been highlighted during the day and questions of how housekeeping can support with financial management.</p> <p>LD brought the board back to the other drivers for the system which are not always financial. GC felt revenue and expenditure and investment should be reviewed for future.</p> <p><b>Action 9 – Financial review to be added to a development session for further discussion.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                             |
| 11 | <p><b>ICB Priorities/strategic objectives</b></p> <p>AW presented the proposed strategic objectives which have been worked up with a working group. It was felt the objectives were very clear and well written. TL requested to understand how these fit into the bigger picture. It was confirmed these objectives will give the ICB board us an in-year focus and further work on some of the language attributed to these would be useful.</p> <p><b>Action 10 – AM to strengthen the objectives following feedback received</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>The board <b>approved</b> the objectives in principle once the work is strengthened.</p> |
| 12 | <p><b>Assurance Committee updates and escalations</b></p> <p><i>Audit and Risk Committee</i></p> <p>GC raised the capacity within the governance team which consequently has impacted the risk management work being undertaken. It was also raised that the organisation remains without an external auditor there are 16 other trusts who are in the same board. JD shared that in the South West there is a joint conversation with the audit market to see what he best way forward it. SW confirmed the ARC had delegated authority to approve.</p> <p><i>Primary Care Transition Committee</i></p> <p>JH reiterated that the PCTC is in place as there will shortly be further delegated primary care services. The framework for ensuring primary care is developed for the out of hospital care vision has been socialised and it had gained feedback on how and where this can be strengthened. It was felt that the strategy gives primary care providers the opportunity to get on board.</p> <p>There will be an in-depth review of the new primary care services within the next 3 meetings of the committee. NA confirmed CFOs have raised the dental issues with NHSE.</p> <p><i>People and Culture Committee</i></p> <p>TH shared that the committee had met for the first time in August and informed the board that the committee will be an evolving committee as crosses all areas within the organisation. It was shared that the workforce strategy has been drafted within includes learning and development and building workforce capacity which will require some system resign which will feed into upcoming meetings.</p> <p>PR shared that a set of principles have been agreed and work has been happening in terms of getting agreement of the size a shape of the workforce in 5 years time. There will need to be an understanding of where skill mixes can be utilised. An acknowledgement that there will need to be an investment in workforce which will include training and development. It was suggested there</p> |                                                                                             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <p>could be further working with education to shape learning before people come into the system, as well as digital and perhaps broadcasting to involve the public.</p> <p><i>Quality and Performance Committee</i><br/>Report was taken as read. DA raised the concerns of ambulance handovers and the unmitigated risk. The results of the summit will come back to the quality group. There has been a number of never events which have been discussed. The IQPR will also be appended to the chairs reports monthly.</p> <p>SW asked to understand what is happening to address the never events. DA confirmed the providers are being worked closely with and it looks as though there are links between wrong site surgery and xxx there have been some immediate actions taken. NHSE are working with the organisation on this as it is a nationwide issue. NA shared that when servicemen returned from service mistakes happened and highlighted that following pressures during the pandemic this would not be uncommon to expect mistakes.</p> <p><i>Finance Committee</i><br/>KO took the report as read and raised that the Plymouth Cavell Centre business case has been submitted to NHSE which has undertaken a review. There has been feedback across 35 categories and 16 green 18 amber, 1 red. The red related to capital affordability. The next steps will be to explore alternative sources of capital and looking at the amber and green scores which include detailed actions, feedback from the Executives should be useful so that the finance committee can oversee the changes to the business case.</p> <p>The meeting closed at 15.05. The next meeting of the board will be 19 October.</p> |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

|                  |               |                                  |
|------------------|---------------|----------------------------------|
| Minutes approved | Date:05.10.22 | Signed by chair: Sarah Wollaston |
|------------------|---------------|----------------------------------|

| <b>Members</b> (attended** / apologies <sup>A</sup> ) |                                                               |
|-------------------------------------------------------|---------------------------------------------------------------|
| <i>Name and initials</i>                              | <i>Title and organisation</i>                                 |
| Andrew Millward (AM)**                                | Chief Communications and Corporate Affairs Officer, NHS Devon |
| Darryn Allcorn (DA)**                                 | Chief Nursing Officer, NHS Devon                              |
| Frank O'Kelly (FOK)**                                 | Primary Care Representative, NHS Devon                        |
| Hisham Khalil (HK)**                                  | Non-Executive Director, Quality and Performance, NHS Devon    |
| Cllr James McInnes (JMc)**                            | Co-Chair Devon Integrated Care Partnership                    |
| Jane Milligan (JM)**                                  | Chief Executive Officer and Accountable Officer, NHS Devon    |
| John Dowell (JD)**                                    | Chief Finance Officer, NHS Devon                              |
| Judy Hargadon (JH)**                                  | Non-Executive Director, Primary Care, NHS Devon               |
| Kate Shields (KS)                                     | Chief Executive Officer, Cornwall and Isles of Scilly ICB     |
| Kevin Orford (KO)**                                   | Non-Executive Director, Finance and Remuneration, NHS Devon   |
| Liz Davenport (LD)**                                  | Chief Executive Officer, Torbay and South Devon NHS Trust     |
| Nigel Acheson (NA)**                                  | Chief Medical Officer, NHS Devon                              |
| Paul Renshaw (PR)**                                   | Director of Strategic Workforce, NHS Devon                    |
| Sarah-Lou Glover (SLG)                                | Mental Health Representative, NHS Devon                       |
| Dr Sarah Wollaston (SW) Chair**                       | Independent Chair, NHS Devon                                  |
| Sheena Asthana (SA)**                                 | Non-Executive Director,                                       |
| Simon Tapley (ST)**                                   | Chief Transformation & Strategic Planning Officer, NHS Devon  |

|                              |       |                                                       |
|------------------------------|-------|-------------------------------------------------------|
| Steve Brown (SB)**           |       | Director of Public Health, Devon County Council       |
| Thandiwe Hara (TH)**         |       | Non-Executive Director, People and Culture, NHS Devon |
| Tracey Lee (TL)**            |       | Director of Public Health, Plymouth City Council      |
| <b>Attendees</b>             |       |                                                       |
| Ginny Snaith (GS)**          |       | Board Secretary, NHS Devon                            |
| Jodie Howland (JH)** Minutes |       | Governance and Facilities Business Manager, NHS Devon |
| Minutes approved             | Date: | Signed by chair:                                      |