

Update from the NHS Devon Board for system leaders

November 2022

The purpose of this regular report, which is aligned to the public meetings of NHS Devon (the Devon Integrated Care Board), is to:

- Provide a monthly update for Board and Cabinet meetings across Integrated Care System partner organisations in Devon, Plymouth and Torbay.
- Ensure partners are aware of issues discussed by NHS Devon's Board and decisions taken
- Ensure consistency of message among One Devon partner organisations.

This update follows the 16 November 2022 public meeting of NHS Devon's Board:

Part A – Updates from NHS Devon's Board

1. Powerful patient story shared
2. Report of the Chief Executive
3. Report of the Integrated Care Board Chair
4. Self-certification process
5. Independent investigation into maternity and neonatal services at East Kent Hospitals University NHS Foundation Trust
6. Integrated Care Board Finance report
7. Peninsula Acute Sustainability Programme
8. Integrated Care Strategy Update
9. Integrated Quality and Performance Report

PART B – System updates

10. Workforce update

1. Powerful patient story shared

The Board heard a powerful story from Rob Cox who has had lifelong heart problems and has a pacemaker, which is monitored. After waking on the floor one day (unaware of what had happened) he was contacted and told to go to the Emergency Department at North Devon District Hospital.

Mr Cox then spent 36 hours waiting in the Emergency Department waiting room. The fall to the floor had also left him with a possible broken ankle and concussion. During that time the only food he had was supplied to him by a doctor, who bought him a sandwich.

He arrived on a Friday morning. There was no-one available to do some of the tests he required until the following Monday. Mr Cox was eventually admitted and spent around a week in hospital. He has been left very anxious at the prospect of returning to hospital.

Members of the Board apologised to Mr Cox and resolved to look into the issues he had raised, including facilities within Emergency Departments, availability of tests at weekends, clinical pathways and whether patients could directly access specialist areas rather than going to the Emergency Department. Findings and progress will be reported back to Mr Cox.

2. Report of the Chief Executive

The Chief Executive reported that in the months preceding November there was a steady rise in the numbers of people in our hospitals with COVID-19.

By the end of October there were around 180 people being cared for, but that number had subsequently dropped.

COVID-related sickness among staff remains relatively low (compared to some previous waves) in our hospitals.

The Devon system has been ranked number one in the region for the number of weekend hospital discharges, thanks to the combined efforts of staff across the health and care system. This reduces pressure on beds, leading to shorter waits in ED and reduced ambulance handover delays.

The Chief Executive reported that winter pressures have affected the Devon system earlier than anticipated. As a result, the system has brought forward the opening of the care hotel in Plymouth to October. The care hotel has a total of 60 beds and is used for people who do not require hospital care, but do need social care support. Residents have private ensuite rooms, any adaptive equipment they require, 24-hour care provision, access to communal areas with entertainment and can make their own hot drinks and breakfast if they choose to.

Additionally, the creation of virtual wards will allow frail patients or those who need respiratory care to receive the care they need at home safely and conveniently, rather than being in hospital.

3. Report of the Integrated Care Board Chair

One Devon Integrated Care Partnership (ICP) Board Chair

Devon County Councillor James McInnes and NHS Devon Chair Dr Sarah Wollaston have been acting as Joint Interim Chairs of the [One Devon Partnership](#) (Devon's Integrated Care Partnership) since July 2022.

Dr Wollaston reported that, with the full membership in place, the partnership has now agreed its substantive Chair - Councillor James McInnes was nominated and unanimously confirmed by the Board. Councillor McInnes is well known as a Devon County Councillor where he serves as Cabinet Member for Integrated Adult Social Care & Health and is chair of the Health and Wellbeing Board.

Dr Wollaston, reported that she has accepted the role of vice chair and will work alongside Councillor McInnes to ensure that there is a joined-up approach and good communication between both Boards.

Change Leaders Event

A Change Leaders Event held in October was attended by more than 100 senior leaders from a range of sectors, including the NHS; local authorities; hospices; voluntary, community and social enterprise; public health and other local partnerships.

It aimed to align delegates around a shared understanding of the current system context and work to develop One Devon while involving leaders in co-developing system priorities, which will directly inform the development of the draft Integrated Care Strategy that the One Devon Partnership is submitting in December 2022.

Cost-of-Living Summit

A Cost-of-Living Summit, held on 7 November, highlighted work across Devon, Plymouth and Torbay to work with local communities to tackle the widening health inequalities that have been exposed since the COVID-19 pandemic and heightened by the cost-of-living crisis.

The cost-of-living summit was an opportunity to share best practice around Devon as well as to identify gaps.

NHS Devon has been allocated £300,000 to share with the Voluntary, Community and Social Enterprise (VCSE) sector through the One Devon Partnership to support a wide range of community projects this winter.

The summit was also an opportunity to involve VCSE partners in deciding how grants should be rapidly assessed and distributed so that they can be put to good use as quickly as possible.

4. Self-Certification Process

NHS England requested, in the Tier 1 and Tier 2 letter of 25 October that each provider in Devon undertakes a Board self-certification process, signed off by Trust Chairs and CEOs.

The Board was informed that assurance statements had been received by all providers and submitted to NHS England by the 11 November deadline.

5. Independent investigation into maternity and neonatal services at East Kent Hospitals University NHS Foundation Trust

The Board was given an update on the findings and recommendations of the [Kirkup report](#); an independent investigation into maternity and neonatal services at East Kent Hospitals University NHS Foundation Trust and endorsed the recommendations made.

The report identifies four areas for action. The NHS could be much better at:

- identifying poorly performing units
- giving care with compassion and kindness
- teamworking with a common purpose
- responding to challenge with honesty

Devon Actions:

The Board were informed that Devon Local Maternity and Neonatal Services (LMNS) has just completed a series of insight visits, with the NHS England Regional Team, to review each Trusts self-evaluation of compliance against the interim Ockenden Report. These insight visits form part of a strengthened approach to perinatal quality surveillance and will be part of an annual cycle of onsite reviews by the Integrated Care Board. There is a well established safety and governance sub group within the LMNS programme which provide a monthly Perinatal, Quality Surveillance (PQS) Report to the LMNS Board and up to the regional PQS Systems Group.

Further actions include:

- Appointment of a perinatal quality and safety midwife to coordinate and deliver the strengthened model of surveillance
- Appointment of a lead Obstetrician
- Learning and recommendations from this report will now be factored into the work of the Local Maternity and Neonatal Services Board (LMNS) governance processes.
- Meaningful outcome measures will be developed further through our quality reporting processes, including to the LMNS Board and Integrated Care System.

The LMNS is committed to fulfilling its role in ensuring that maternity and neonatal services in Devon are safe and high quality. It is working in partnership with maternity and neonatal services across Devon to confirm the actions that need to be taken to meet the key areas for improvement.

6. NHS Devon Finance report

The Board was informed that, based on the year-to-date position, the Integrated Care Board is expecting to meet its target of break even for the year. The position to Month 6 includes the final reported position of the NHS Devon CCG to the 30 June 2022.

The delivery of savings and efficiencies is off-plan at month 6 by £5.2m, driven by a slower than expected delivery of savings linked to prescribing, placements and targets associated with the recovery programme that is on progress.

Savings plans are forecast to deliver to target by 31 March 2023 and actions are being taken to improve the delivery going forward.

There are significant risks to delivery of the financial plan which have been identified by NHS Providers in the system. Detailed discussions will take place with Chief Financial Officers to agree a risk adjusted forecast outturn to be shared with the Board and NHS England.

7. Peninsula Acute Sustainability Programme

The Board was updated on the progress of the Peninsula Acute Sustainability Programme.

Acute Trust Chairs, Chief Executives and Medical Directors established the Peninsula Acute Provider Collaborative (PAPC) earlier in 2022. The role of the PAPC is to work on behalf of individual Trust Boards to set the direction and provide the strategic leadership across organisational boundaries to stabilise, sustain and transform acute care for the population of Devon and Cornwall.

At the same time, the Integrated Care Partnerships of both Cornwall and Isles of Scilly and Devon are each developing their Integrated Health and Care Strategy. This strategy sets a critical context for the delivery of acute services and will be a key determinant of the future shape of healthcare across the Peninsula.

Over the past three months, members of the Peninsula Acute Sustainability Programme have been working to develop an approach and work-plan that will support the redesign of services to address quality, workforce and financial challenges.

A series of three focussed workshops are planned, bringing together a wide range of clinicians, to review surgical, paediatric and medical assessments; as key functions that operate alongside the “front door” of hospitals. Following these, a summary will be produced outlining the challenges associated with the current service configuration, opportunities to make best use of the workforce to support the delivery of acute care across Devon and Cornwall and options for service redesign that will improve patient outcomes and make best use of the resources available. Service redesign options will work within the principles that:

- There will continue to be 5 acute hospitals across Devon and Cornwall
- Each acute hospital will continue to have a ‘front-door’ providing urgent and emergency care
- There will continue to be only one tertiary centre in the Peninsula at Derriford Hospital
- Where services currently delivered in hospital can be delivered just as effectively (or more so) out-of-hospital, this should become the default model (recognising that there may need to be transitional arrangements to support shift of resources in the longer term)

8. Integrated Care Strategy update

The Board was updated on progress of One Devon’s Integrated Care Strategy. Each Integrated Care System is required to produce an Integrated Care Strategy, setting out how NHS commissioners, local authorities, providers and other partners can deliver more joined-up, preventative and person-centred care for the whole population across the course of their life.

The Strategy is an opportunity to work with a wide range of people, communities and organisations to develop evidence-based system-wide priorities that will drive a

unified focus on the challenges and opportunities to improve health and wellbeing of people and communities throughout Devon, reducing geographic disparities in wellbeing and healthy life expectancy.

Building on work carried out during the Change Leaders Event (see above), a project group has developed a set of proposed strategic goals for the Devon system. For more details, see [NHS Devon's agenda papers](#).

9. Integrated Quality and Performance Report

The One Devon system has submitted its 2022/23 Operating Plan which will include plans to work towards delivery of key elective care targets and address underlying issues that restrict ability to deliver elective activity. However, the financial forecast currently sits at an £18.2m deficit.

Operationally the Integrated Care System remains under extreme pressure and although Covid inpatient numbers are declining, the summer surge of visitors, elective backlogs and staffing challenges has meant that services continue to compete for resources. This has resulted in a sustained position of increased risk, including delays in urgent care and delayed discharges due to poor community capacity. Emergency Departments (ED) performance and ambulance conveyancing targets have continued to decline impacting on operational performance against both urgent and elective care standards across the system.

Planned Care 104 week waits continue to reduce, but NHS Devon continues to have significant numbers of patients waiting beyond 104 weeks at the end of July 2022 (target of zero). System wide work is underway to understand the implications of harm in relation to long waits in elective pathways. In addition, and in response to ensuring the system addresses the elective care backlog - multiple actions are in place to maximise efficiencies, capacity and ensure safe and high-quality care is delivered. Our principle remains that we ensure elective care is safely, sustainably, and reliably provided as a system.

PART B – System updates

10. Workforce

Plymouth partners hold recruitment event

One Devon communications teams supported a recruitment event in October when Plymouth's NHS and care providers came together for a showcase of opportunities within the sector. The collaborative event brought together 17 employers and seven training providers, attracting 282 visitors across the day (40% new to the sector). Recommendations are being drawn up for repeat events in 2023.

Virtual Careers Fair

More than 150 people from across the UK attended a One Devon online careers fair in October, supported by NHS Devon communications. The event included live presentations from staff and teams in a variety of specialties including emergency medicine, mental health, oncology, admin, estates, and social care.

International Recruitment

Six hundred nurses [have been attracted](#) to work in Devon from overseas in the last 15 months – helping to fill vital frontline posts and saving the NHS around £3 million in agency and bank costs.

The Devon International Recruitment Alliance works collaboratively across the county's NHS hospital trusts to attract staff; rather than trusts competing with one another abroad.

They have developed a recognised and trusted presence online and on social media, which attracts many direct applicants from other countries. As a result, Devon has been able to reduce its need to use third party agents to help recruit from other countries; making the programme even more cost effective.

The programme has been so successful that the team are now branching into other areas where recruiting health and care professionals has been particularly challenging, including radiographers, podiatrists, occupational therapists and care workers for social care.

Industrial Action

The Royal College of Nursing has announced that nursing staff at the majority of NHS employers across the UK have voted to take strike action over pay levels and patient safety concerns. Action will take place in the NHS trusts or health Boards that have met the relevant legal requirements.

While pay is a matter for Government and the trade unions, we value our staff and want to see a resolution as soon as possible to ensure we can continue to focus on supporting our NHS organisations to deliver world class patient care to all those who need it.

The NHS has tried and tested plans in place to manage any disruption, including industrial action.

We're working with the Government and trade unions to ensure safe care for patients continues to be available during any industrial action. Hospitals will do everything they can to go ahead with planned procedures during industrial action, especially for patients in greatest clinical need.

We want to reassure the public that patients should continue to come forward for emergency services as normal, as the NHS is committed to keeping disruption in these services to a minimum.

On 22 November, NHS England wrote to to integrated care boards (ICBs), trusts, and regional directors regarding preparations for potential industrial action in the NHS during winter 2022. To read the letter, [click here](#).

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