

## Integrated Care Board

<b>Date of meeting</b>	17 July 2024
<b>Title of paper</b>	Report of the Chief Executive
<b>Presented by</b>	Kevin Lavery, Chief Executive Officer, Integrated Care Board
<b>Author</b>	Kirsty Hollis, Associate Director and Business Support to the Chief Executive
<b>Agenda item</b>	5
<b>Confidential</b>	No

Recommendations				
The Lancashire and South Cumbria Integrated Care Board is requested to note the updates provided.				
Which Strategic Objective/s does the report relate to:				Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience			<b>x</b>
SO2	To equalise opportunities and clinical outcomes across the area			<b>x</b>
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees			<b>x</b>
SO4	Meet financial targets and deliver improved productivity			<b>x</b>
SO5	Meet national and locally determined performance standards and targets			<b>x</b>
SO6	To develop and implement ambitious, deliverable strategies			<b>x</b>
Implications				
	<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Comments</b>
Associated risks			x	<i>Highlight any risks and where they are included in the report</i>
Are associated risks detailed on the ICB Risk Register?			x	
Financial Implications			x	
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
n/a	n/a		n/a	
Conflicts of interest associated with this report				
Not applicable.				
Impact assessments				
	<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Comments</b>
Quality impact assessment completed			x	

Equality impact assessment completed			x	
Data privacy impact assessment completed			x	

<b>Report authorised by:</b>	Kevin Lavery, Chief Executive Officer
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# Integrated Care Board – 17 July 2024

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## Report of the Chief Executive

### 1.0 Introduction

- 1.1 At the time of writing this report, we have just had the results of the general election and the country as a whole is on the cusp of change. We now know we have a new government, there will be a new ministerial team and that is likely to mean change for the NHS.
- 1.2 The American author H. Jackson Brown Jr. is quoted as saying “When you can’t change the direction of the wind – adjust your sails”. As both an organisation and a system, we need to be prepared to be doing just that, although how much adjustment will be required will become clearer over the coming weeks.
- 1.3 We have recently signed off our operational and financial plans for 2024/2025 with NHS England. Whilst I do not anticipate that the outcome of the election will change that deal significantly, I do think there will be a desire for us to be even bolder and go further, faster, smarter, cheaper.
- 1.4 It is incumbent on us to be on the front foot if that comes and to continue to deliver our plan at pace. We all know that any period of change can lead to a slowing down of progress and we do not have the time to allow that to happen. We have to put our patients first and foremost to do what is best for them whilst supporting our workforce through continued uncertain times and delivering on the plans we have made for recovery and transformation.
- 1.5 Until we are instructed to do differently, we need to continue to follow last instruction and deliver our plans. However, we should also look for the opportunities that may come and need to be prepared to seize them and work them to our best advantage.

### 2.0 Annual Report and Accounts

- 2.1 Our Board met in an extra-ordinary public meeting on 19<sup>th</sup> June 2024 to consider the organisation’s annual report and accounts for the twelve-month period to 31 March 2024. The outcome of that meeting was to adopt both the annual report and accounts and approve for signature.
- 2.2 I am able to report that both the annual report and accounts were submitted to NHS England ahead of the deadline of 29 June 2024 and that both were done

with a clean external audit report. This is reflection of hard work not just at year end but throughout the whole year.

2.3 We cannot underestimate the amount of preparation and work that goes into producing both the annual report and accounts and whilst it would seem that this is focussed on the finance team, it does in fact touch on every corner of our organisation with input from many people and I must therefore extend my thanks to all those involved. A true reflection of great teamwork.

2.4 Our annual reports and accounts are now available on our website at [LSC Integrated Care Board :: LSC ICB Annual Reports](#). We are a learning organisation and the board reflected on the improvement in the standard of particularly our annual report over the previous years. We will again be holding a lessons learnt event to reflect on what went well and how we can continue to improve for future years.

### **3.0 2023/2024 End of Year Assurance Process**

3.1 Since my last report, we have met with NHS England regional colleagues for our formal 2023/2024 End of Year Assurance meeting.

3.2 NHS England set the agenda and the key lines of enquiry for the meeting. This included delivery of statutory duties, and performance against the key standards. The discussion during the meeting focussed on our reflections of 2023/24, what we are most proud of and what we could have done differently followed by an outlook to 2024/25, our focus, challenges and what we are most excited about.

3.3 As always, we gave a good account of ourselves and the excellent work that our teams do across all aspects of our work agenda. We are yet to receive the formal outcome from that meeting, but once we do, it will be shared with the Board for information.

3.4 This meeting was the last that we had with Richard Barker as North West Regional Director for NHS England before he retired at the end of June. Since the inception of the ICB, Richard has always been supportive of the work that we do here in Lancashire and South Cumbria, and I would like to offer my thanks to Richard for his support and on behalf of the Board wish him a very happy retirement.

### **4.0 NHS Adult Community Physical Health Services and Child and Adolescent Mental Health Services transactions.**

4.1 On 01 July 2024, following many months of hard work, the following transactions to transfer services and staff were enacted between Lancashire

and South Cumbria NHS Foundation Trust (LSCFT) and East Lancashire Teaching Hospitals NHS Trust (ELHT):

- The transfer of NHS adult community physical health services in Blackburn with Darwen from LSCFT to ELHT – including the transfer of existing colleagues.
- The transfer of children and young people’s mental health services in Blackburn with Darwen and East Lancashire, known as ELCAS (East Lancashire Child and Adolescent Services), from ELHT to LSCFT – including the transfer of existing colleagues.

4.2 Well done to everybody who has been involved in this complex process, meeting the challenging deadlines whilst adhering to regulatory and legal requirements, resulting in the smooth transition of services and staff to their respective new organisations.

## **5.0 2024 State of the System Report**

5.1 Following feedback from non-executive members on an earlier draft of the report, I have now published my [chief executive’s state of our system report](#), titled “Beyond the challenge: moving into delivery”. The report follows on from last year’s “Turning challenges into opportunities” report and gives an update on our progress over the past 12 months and explains what we have been doing to tackle the not insignificant challenges we continue to face. The document is intended to complement the annual report and joint forward plan, by providing a less formal narrative around the work that is taking place across the system and give my honest reflections of where we still need to achieve more. The report is available on the ICB website using the above link.

## **6.0 Supporting our Staff**

6.1 Following the results of our last PULSE survey and the themes which were emerging we have been holding a series of Big Conversations to try to understand at a deeper level some of the concerns that were raised and the opportunity for improvement.

6.2 Our staff have really embraced the opportunity to share their experiences and thoughts on how we might improve our organisational culture. These sessions have been held within teams and cross organisation with smaller break out groups to allow all participants to contribute. We also made use of an anonymous feedback tool to ensure that those who did not feel as comfortable speaking within a group could share their experiences, views and thoughts.

6.3 The output from all these sessions will be collated and developed into an action plan for us to take forward and hopefully enable our staff to see that we do take their concerns very seriously and will act upon their feedback.

6.4 Led by our Health and Wellbeing team and champions, we have also continued with our many varied activities to support individuals and groups of people within our organisation. These are publicised weekly and continue to be well attended.

## **7.0 Integrated Care Partnership (ICP) workshop**

7.1 At the start of June, I attended a workshop for our ICP with colleagues from across partner organisations including local authorities, VCFSE, hospices, Healthwatch, Universities and councillors. It was a very productive session where we looked at creating more innovative, action and learning based ways of working to focus on a small number of priorities that we can only do together as a health and care partnership.

7.2 Through the partnership, I think we can have an impact on issues which are beyond the NHS and really tackle programmes for our communities and have a focus on reducing inequalities. We can only achieve this by working as equal partners and in collaboration rather than our silo organisations which was agreed by all participants.

## **8.0 Veteran Friendly Accreditation**

8.1 The 6 June marked the 80<sup>th</sup> anniversary of the Normandy Landings. This was a very poignant day for many and the ICB was represented at a commemoration ceremony held at Blackburn Cathedral.

8.2 Our commitment to supporting our armed forces, veterans and their families is strong and I am delighted to be able to report that Lancashire and South Cumbria is the first ICB in the north west to reach the target of having at least one practice per Primary Care Network (PCN) receiving veteran friendly accreditation, which supports the aim of delivering the best possible care and treatment for patients who have served in the armed forces.

## **9.0 Farewells and Welcomes**

9.1 The end of June saw two much valued colleagues leave our organisation for pastures new.

9.2 Lee Radford, Interim People Director has left to take up the role of People Director with NHS Derby and Derbyshire ICB.

9.3 On 30 June 2024, Dr Geoff Jolliffe came to the end of his appointment as Primary Care Partner member of our Board. He chose not to express an interest in a further tenure in order to prepare for his new role as the High Sherriff of Cumbria in 2025.

- 9.4 Both Mr Radford and Dr Jolliffe made significant contributions to our organisation and system for which they have our heartfelt thanks and best wishes for their new roles and exciting challenges.
- 9.5 Following an expressions of interest process, we welcome Dr Julie Colclough from Cartmel Medical Practice, Grange-over-Sands as our new Primary Care Partner Member. Dr Colclough will be attending her first meeting today and we look forward to her contribution during the period of her appointment.
- 9.6 Later in the year, Angie Ridgwell will be leaving Lancashire County Council and is therefore standing down as the Board's Local Authority Partner Member. Today will be her last ICB Board meeting. Ms Ridgwell will be replaced by Denise Park, Chief Executive of Blackburn with Darwen Borough Council. Ms Park will join us at future meetings. We thank Ms Rigdwell for her contribution to our Board and look forward to Ms Park joining us.
- 9.7 Finally, Abdul Razaq has stood down as a regular participant of the board representing the Directors of Public Health of our partner local authorities. In his stead, we welcome Sakthi Karunanithi, Director of Public Health for Lancashire County Council. We welcome Dr Karunanithi to his first meeting today and extend our thanks to Dr Razaq for his contributions to our Board.
- 9.8 With the new local authority appointments to our Board, we have been able to maintain representation from all four of our partner local authorities.

**Kevin Lavery**

**08 July 2024**