

Agenda – Meeting in Public

Tuesday 20 December 2022 – between 14.30 and 16.00

Via Zoom

Chair: Priya Singh

The quorum for a meeting will be seven members, including:

- a) Either the Chair or Vice Chair*
- b) Either the Chief Executive or the Chief Finance Officer*
- c) Either the Chief Medical Officer or the Chief Nursing Officer*
- d) At least one non-executive member*
- e) At least one Provider Member*
- f) At least one Practice Member*
- g) At least one Local Authority Member*

Timing	No.	Item	Action	Delivery	Lead
14.30	1	Welcome, apologies for absence and Chair's introduction	-	Verbal	Chair
	2	Conflicts of Interest Register and declarations of any interests relating to this agenda	Note	Paper	Chair
	3	Minutes of the last meeting in Public held on 18 October and matters arising	Approve	Paper	Chair
14.35	4	ICB Chief Executive's Update	Note	Verbal	Fiona Edwards
		Strategic Updates			
14.40	5	NHS Frimley Health and Care Strategy Refresh	Note	Presentation	Sam Burrows
14.50	6	Maternity Overview	Note	Presentation	Lalitha Iyer
15.10	7	Winter Planning / Urgent and Emergency Care update	Note	Presentation	Fiona Edwards / Neil Dardis
		Other Business Items			
15.30	8	Frimley ICB Performance Oversight Report	Note	Paper	Richard Chapman / Sarah Bellars / Caroline Corrigan
15.45	9	Outcome of the annual EPRR assurance process	Note	Paper	Sarah Bellars

Timing	No.	Item	Action	Delivery	Lead
		Close of business			
15.50	10	Questions received in advance from members of the Public	Note	Verbal	Chair
15.55	11	Any Other Business	-	Verbal	Chair
16.00	12	Close	-	Verbal	Chair
Date of next meeting in public: 21 February 2023					

Directorate	Job Title	First Name	Last Name	Interest	Description of Interest	Type of Interest	Actions agreed with line manager to mitigate risk		
495 Executive Board Directorate (ICB)	Chief Nursing Officer	Sarah	Bellars	FHFT	Son and Daughter in Law work for FHFT	Declarations of Interest – Other	Indirect	Indirect	Seek the advice of other senior members of the executive and Non-executive team if there is a potential conflict
Non-Contracted Staff	Non-Executive Member	Ilona	Blue	General Dental Council	Lay Council Member	Declarations of Interest – Other	Non-Financial Professional	Direct	I do not anticipate any direct conflicts of interest as I do not expect the ICB or its audit committee to engage in direct discussions/decisions related to individual dental professionals; or dental education establishments. My role in GDC does not involve any direct decisions about individual professionals as these are handled through independent hearing panels.
Non-Contracted Staff	Non-Executive Member	Ilona	Blue	Accent Housing Group Limited	Non-executive director	Declarations of Interest – Other	Non-Financial Professional	Direct	I don't anticipate any direct conflicts, but should any discussions arise relating to housing in Frimley I would flag my interest and if necessary recuse myself from any discussions/decisions.
Non-Contracted Staff	Non-Executive Member	Ilona	Blue	NB Solutions	I am a director (I own 25% and my husband Robert Nichols owns 75%) of NB Solutions. My husband is the sole employee.	Declarations of Interest – Other	Financial	Indirect	I do not anticipate any conflicts of interest. NB Solutions' clients could sell into the NHS but my husband would not be directly involved in such commercial arrangements and I do not expect the ICB to be directly engaged with third party suppliers to provider organisations in the patch. My lack of direct involvement in any such commercial arrangements mitigates the risk of conflict.
Non-Contracted Staff	Non-Executive Member	Ilona	Blue	Defence Equipment and Support, an arms' length body of the MoD	Non-executive member of the Audit and Risk Assurance Committee	Declarations of Interest – Other	Non-Financial Professional	Direct	No conflicts anticipated.
495 Executive Board Directorate (ICB)	Chief Transformation & Digital Officer	Samuel	Burrows			Nil Declaration			
495 Executive Board Directorate (ICB)	Chief Finance Officer	Richard	Chapman			Nil Declaration			
495 Executive Board Directorate (ICB)	Chief People Officer	Caroline	Corrigan			Nil Declaration			
Non-Contracted Staff	NHS Provider Partner Member from Frimley Health FT	Neil	Dardis	Frimley Health NHS Foundation Trust	I am the CEO and full time employee of Frimley Health NHS Foundation Trust	Declarations of Interest – Other	Non-Financial Professional	Direct	Full declaration
495 Executive Board Directorate (ICB)	Chief Executive	Fiona	Edwards	Care Quality Commission	Executive Reviewer	Declarations of Interest – Other	Non-Financial Professional	Indirect	Only review services in distant geographical areas
Non-Contracted Staff	Rushmoor BC	Karen	Edwards	Land and Property owned or leased by Rushmoor Borough Council	As an Executive Director of Rushmoor Borough Council there will be occasions when land and property form which the Council would receive and income or profit may be under discussion	Declarations of Interest – Other	Indirect	Indirect	Will not participate in any decision which would result in a financial gain or loss where the NHS would become a tenant of the local authority.
Non-Contracted Staff	Non-Executive Member	Paul	Farmer	Frimley ICS	My son works for the Public Affairs agency PLMR. On occasion, he works with their healthcare clients.	Declarations of Interest – Other	Indirect	Indirect	
Non-Contracted Staff	Non-Executive Member	Paul	Farmer	Frimley ICS	I am employed by Age UK as Chief Executive. Age UK is a charity which works with older people. It is federated with independent local charities, which may work with Frimley ICS in the provision of services.	Declarations of Interest – Other	Financial	Indirect	If contracts related to Age UK are discussed, I will recuse myself from discussions.
Non-Contracted Staff	NHS Provider Partner Member from Berkshire Healthcare FT	Alex	Gild	Berkshire Healthcare NHS Foundation Trust	I am Deputy Chief Executive and voting Board member of Berkshire Healthcare NHS Foundation Trust, and provider partner member of the Frimley ICB.	Declarations of Interest – Other	Non-Financial Professional	Direct	Will declare interests on specific ICB business if and when needed.
495 Executive Board Directorate (ICB)	ED & I System Lead	Safina	Nadeem	Frimley ICS	Director of a limited company which provides training to health and social care sectors	Declarations of Interest – Other	Financial	Indirect	Do no provide any training via company to Frimley ICS
Non-Contracted Staff	Primary Care Partner Member	Prash	Patel	Magnolia House	I am a profit sharing GP Partner	Declarations of Interest – Other	Financial	Direct	
Non-Contracted Staff	Primary Care Partner Member	Prash	Patel	Frimley Health Foundation Trust	I am an employee of the FHFT	Declarations of Interest – Other	Non-Financial Professional	Direct	
Non-Contracted Staff	Primary Care Partner Member	Prash	Patel	Berkshire Primary Care Ltd	I am the CEO and Medical Director	Declarations of Interest – Other	Financial	Direct	
Non-Contracted Staff	Primary Care Partner Member	Prash	Patel	Ascot Primary Care Network	I am the Clinical Director of the Primary Care Network under the PCN Direct Enhanced Service Specification	Declarations of Interest – Other	Financial	Direct	
495 Executive Board Directorate (ICB)	Chair of ICS	Priya	Singh	Guy's and St Thomas's NHS Foundation Trust	Appointed November 2015 - NED / Deputy Chair	Outside Employment			

495 Executive Board Directorate (ICB)	Chair of ICS	Priya	Singh	National Council for Voluntary Organisations	Appointed November 2020 - Chair of Board of Trustees	Outside Employment				
495 Executive Board Directorate (ICB)	Chair of ICS	Priya	Singh	Society for Assistance of Medical Families	Appointed January 2018 - Executive Director	Outside Employment				
Non-Contracted Staff	Primary Care Partner Member	Huw	Thomas	Claremont and Holyport practice	Partner in the practice	Declarations of Interest – Other	Financial	Direct	Will be managed in accordance with policy	
Non-Contracted Staff	Primary Care Partner Member	Huw	Thomas	Maidenhead Primary Care Network	Practice is a member of Maidenhead PCN	Declarations of Interest – Other	Financial	Direct	Will be managed in accordance with policy	
Non-Contracted Staff	Primary Care Partner Member	Huw	Thomas	Frimley Health NHS Foundation Trust	Spouse employed by Trust as Clinical Nurse Specialist	Declarations of Interest – Other	Indirect	Indirect	Will be managed in accordance with policy	
Non-Contracted Staff	Primary Care Partner Member	Huw	Thomas	East Berkshire Primary Care	Work on sessional basis for East Berkshire Primary Care	Declarations of Interest – Other	Financial	Direct	Will be managed in accordance with policy	
Non-Contracted Staff	Primary Care Partner Member	Huw	Thomas	Registered with a practice within the CCG boundary	Patient registered with practice	Declarations of Interest – Other	Non-Financial Personal	Direct	Will be managed in accordance with policy	
Non-Contracted Staff	Primary Care Partner Member	Huw	Thomas	Holy Trinity Primary School, Cookham	Governor at school	Declarations of Interest – Other	Indirect	Indirect	Will be managed in accordance with policy	
Non-Contracted Staff	Primary Care Partner Member	Huw	Thomas	Royal Borough of Windsor and Maidenhead	Practice provide opiate substitute prescribing services for the Royal Borough of Windsor and Maidenhead	Declarations of Interest – Other	Financial	Direct	Manage in accordance with policy	
Non-Contracted Staff	Local Authority Partner Member	Rachael	Wardell	Surrey County Council	Executive Director of Children, Families and Lifelong Learning since 07-12-2020	Declarations of Interest – Other	Non-Financial Professional	Direct	Will be managed in accordance with the Conflicts of Interest policy.	
Non-Contracted Staff	Local Authority Partner Member	Rachael	Wardell	Become - The Charity for Children in Care and Care Leavers	Trustee and Board Member since September 2019	Declarations of Interest – Other	Non-Financial Professional	Direct	Will be managed in accordance with the Conflicts of Interest policy.	
Non-Contracted Staff	Local Authority Partner Member	Rachael	Wardell	Association of Directors of Children's Services	Member of Professional Association since October 2009 and Chair of Workforce Development Policy Committee since April 2016	Declarations of Interest – Other	Non-Financial Professional	Direct	Will be managed in accordance with the Conflicts of Interest policy.	
Non-Contracted Staff	NHS Provider Partner Member from Surrey and Borders Partnership FT	Graham	Wareham	Friends of Chambo Seminary	Trustee	Declarations of Interest – Other	Non-Financial Personal	Direct	No conflict anticipated	
Non-Contracted Staff	NHS Provider Partner Member from Surrey and Borders Partnership FT	Graham	Wareham	Surrey and Borders Partnership NHS FT	Employed as CEO	Declarations of Interest – Other	Non-Financial Professional	Indirect	Will excuse if conflict of interest occurs	

**Draft Minutes of NHS Frimley Integrated Care Board
held in Public on Tuesday 18 October 2022 from 15.00-16.00 via Zoom**

Chair – Priya Singh

Present:	
Dr Priya Singh	Chair
Fiona Edwards	Chief Executive
Sarah Bellars	Chief Nursing Officer
Sam Burrows	Chief Transformation & Digital Officer
Richard Chapman	Chief Finance Officer
Dr Lalitha Iyer	Chief Medical Officer
Caroline Corrigan	Chief People Officer
Ilona Blue	Non-Executive Member
Dr Prash Patel	Primary Care Partner Member
Karen Edwards	Local Authority Partner Member
Neil Dardis	NHS Provider Partner Member
Graham Wareham	NHS Provider Partner Member
In Attendance:	
Safina Nadeem	Equality, Diversity and Inclusion System Lead
Emma Boswell	Director for Partnerships and Engagement
Olly Hemans	Communications and Engagement Manager
Mary-Jane Steijger	Head of Governance
Tom Allinson	Corporate Governance Officer (minutes)
Apologies for Absence:	
Paul Farmer	Non-Executive Member
Dr Huw Thomas	Primary Care Partner Member
Rachael Wardell	Local Authority Partner Member
Alex Guild	NHS Provider Partner Member
David Radbourne	Regional Director of Strategy and Transformation at NHS South East

1.	Welcome and Apologies for Absence
	<p>The Chair opened the meeting and welcomed members of the NHS Frimley Integrated Care Board.</p> <p>The meeting was noted to be quorate. Apologies were received as recorded above.</p> <p>Formal introductions were made to Emma Boswell, Director for Partnerships and Engagement, who would receive a standing invitation to future Board meetings.</p> <p>Members agreed for the meeting to be recorded, subject to the recording being deleted following approval of the minutes at the next meeting.</p>

	<p>Six members of the public were in attendance. No questions had been received from the public in advance of the meeting.</p> <p>It was noted that the meeting papers had been published in advance on the website – presentations would be uploaded after the meeting itself.</p>
2.	Declaration of Conflicts of Interest
	Members noted the Conflicts of Interest register, and there were no specific declarations made for the contents of the day's agenda.
3.	Minutes of the last meeting in Public held on 20 September and matters arising
	<p>The minutes of the last meeting in Public were taken as accurate and approved without further comment.</p> <p>There were no matters arising.</p>
4.	ICB Chief Executive's Report
	<p>Fiona Edwards gave the verbal update, citing significant pressures across health and care with the expectation that demand would continue to rise. The system was working collectively to address these challenges as it entered winter, in order to minimise risk to residents and patients.</p> <p>It was additionally noted that Covid levels were once again increasing, resulting in extra pressure in primary care and admissions into hospitals. The vaccination programme was combatting this, with invitations for over-50s to receive boosters.</p> <p><i>The Board <u>noted</u> the update.</i></p>
5.	Digital and Analytics update
	<p>Sam Burrows presented the Digital and Analytics update, giving a detailed look into digital innovation work underway across the ICS to help better understand and address some of the challenges currently facing delivery of service.</p> <p>The presentation covered the context, tools, utilisation, accomplishments and next steps of the following four areas:</p> <ul style="list-style-type: none"> • Shared Care Record and Remote Management Capabilities • Resident Facing Digital Services • Primary Care Digital Transformation • Connected Care Analytics <p>Members thanked all involved in the significant progress made. Fiona Edwards highlighted the work across the system with provider partners to develop digital innovation as a key transformation tool for service delivery and as a solution to workforce gaps.</p> <p>Safina Nadeem shared her reflections around digital exclusion, literacy, and poverty as areas to consider and respond to, as well as using digital tools to promote the Health Inequalities Framework.</p> <p>Sam Burrows further highlighted the need to give the digital teams permission to be creative and to envision what was possible with these tools, unlocking innovation within the workforce and paving the way to new models of delivery.</p> <p><i>The Board <u>noted</u> the update.</i></p>

6.	Frimley Health and Care System Development: the next steps on our Integrated Care Partnership journey
	<p>Sam Burrows and Emma Boswell summarised the journey to establish the Integrated Care Partnership (ICP) Assembly within Frimley Health and Care Integrated Care System. They set out indicative timelines for the ICP Assembly programme of work over the next few months, as well as early emerging proposals for the approach to the system strategy refresh.</p> <p>The Board was asked to note the ongoing development of the ICP Assembly and the focus for the work between now and the December 2022 as follows:</p> <ul style="list-style-type: none"> • Outline of the emerging system architecture and ways of working • Progress on ICP development • The remit of the ICP and its three core components • Indicative roadmap / timeline • Development of draft proposal on future strategy shape by December 2022 • Emerging Plan for November 2022 ICP Meeting <p><i>The Board <u>noted</u> the update.</i></p>
7.	Updated Emergency Preparedness, Resilience and Response (EPRR) Documentation
	<p>Fiona Edwards presented the updated EPRR documentation for the Board’s approval, necessitated by changes to the NHS Frimley EPRR policy to reflect the new duties and responsibilities of the organisation following the launch of the Health and Care Act 2022 and the establishment of the ICB. These changes included the move to “Category 1 Responder” status, and with that a set of specified statutory and mandatory responsibilities.</p> <p>The Board noted the changes within the EPRR Policy and approved it to be the current documentation used by NHS Frimley and the EPRR/Systems Resilience Team. The document would also support the annual National EPRR process as it formed part of the required national core standards for an ICB.</p> <p>Ilona Blue confirmed that the Frimley ICB Audit Committee had already reviewed and provided its support and assurance to the documentation in September 2022.</p> <p><i>The Board <u>approved</u> the Updated Emergency Preparedness, Resilience and Response Documentation.</i></p>
8.	Frimley ICB Performance Oversight Report
	<p>Richard Chapman, Sarah Bellars, and Caroline Corrigan gave the Performance Oversight Report, highlighting the following key areas for the Board to note:</p> <p>Quality:</p> <ul style="list-style-type: none"> • Following the BBC Panorama programme which showed patients being abused while in the care of an NHS Trusts, the ICB was working with Providers to pose the question “this could happen here?” There was significant and positive work across the Integrated Care System to deliver safe and high standard of care, identifying issues and taking action where required. • Frimley Health NHS Foundation Trust was awaiting the outcome of their Ockenden Visit. The Trust was reported to have made excellent progress on compliance. <p>Operational Performance:</p> <ul style="list-style-type: none"> • Demand pressures across all areas of our system remained extremely high

	<ul style="list-style-type: none"> • Patient flow throughout system hospitals remained a key challenge with bed occupancy rates above sustainable levels, despite escalation capacity above levels experienced last year being utilised • These challenges were leading to deterioration in performance within A&E, with increased numbers of Ambulance handover delays, and with patients staying within the emergency department for more than 12 hours • Urgent & Emergency Care (UEC) plans for the Winter had been produced and work continues across the system to implement these and to begin the implementation of the system-wide UEC Strategy <p>Financial Performance:</p> <ul style="list-style-type: none"> • The ongoing demand pressures across the system, coupled with inflationary pressures, had resulted in the financial position falling £13.6m behind its year-to-date breakeven trajectory. Current planning assumptions required the delivery of material efficiencies through the second half of the year in order to deliver the breakeven plan for the system. <p>Workforce:</p> <ul style="list-style-type: none"> • The system was experiencing increased risk in areas such as turnover and leaver rates of staff. Performance against planned use of temporary staff was of particular concern and whilst there was a robust programme of activity to address escalating rates and volume of temporary staff engaged, demand for temporary staff continued to increase. <p>Members discussed the importance of Freedom to Speak Up as part of the Board’s responsibility to patients and staff to build an open culture, and thanked Safina Nadeem, as the ICB’s Freedom to Speak Up Guardian, for her leadership in this area.</p> <p><i>The Board <u>noted</u> the update.</i></p>
9.	Questions received in advance from members of the Public
	No questions had been received from members of the Public in advance of the meeting.
10.	Any Other Business
	None.
11.	Close
	<p>The Chair thanked closed the meeting at 4pm.</p> <p>The date of the next meeting in public was confirmed to be 20th December 2022.</p>

Frimley Health and Care



Update on ICP / ICS Strategy
NHS Frimley ICB Board
20th December 2022



ASCOT • BRACKNELL • FARNHAM • MAIDENHEAD • NORTH EAST HAMPSHIRE • SLOUGH • SURREY HEATH • WINDSOR

Creating Healthier Communities – The Frimley ICS Strategy

"Creating Healthier Communities" was published in 2019 as the first Frimley Health and Care ICS Strategy. The strategy was designed following significant co-production between partner organisations, the third sector, our workforce, patients and the public.

The strategy was heavily informed by the data and insight available from the Connected Care platform and led to the formation of six Strategic Ambitions which have comprised the programme architecture for strategy delivery between 2019 and 2022.



The Integrated Care Partnership is now leading and overseeing a review and refresh of our 2019 strategy in order to ensure it is fit for purpose in the next period ahead.

Our Integrated Care Partnership (ICP)

The Frimley Integrated Care Partnership, established in July 2022 is a joint committee between upper tier Local Authorities in the Frimley ICS geography and the NHS Frimley Integrated Care Board. At its core is an ICP Assembly, bringing together clinical and professional leaders of public sector, voluntary sector and charitable organisations which have an interest in improving the health and wellbeing of over 800,000 people who reside in the Frimley ICS geography. The ICP provides a platform for a broad range of stakeholders who are committed to making this ambition a reality.

Building on our engagement with our partners, we have established the Frimley ICP to have a strategic role, considering what arrangements work best in our local area by creating a dedicated forum to enhance relationships between leaders across the health and care system.

The agreed remit for the ICP is to:

- Consider and set the strategic intent of the partnership; act as final approver of the ICS Strategy, including the proposed programmes of work, outcomes and intended benefits
- Act as an objective 'guardian' of the ICS vision and values, putting the populations needs and the successful operation of the ICS ahead of any sector or organisation specific areas of focus.
- Provide a forum for consideration of wider determinants of health and health inequalities, taking fullest advantage of the opportunities arising to hear the views and perspectives of the broadest range of local stakeholders and democratic representatives.

The assembly will ensure a voice for those who speak on behalf of their communities and bring a very new approach to the design of our strategy. The Assembly met for the first time in September 2022 and again in November 2022, primarily to progress the consideration and production of this refreshed strategy document.

Partnership engagement

On Tuesday 22nd November, the second Frimley ICP Assembly took place at South Hill Park Arts Centre in Bracknell. The event brought together over 50 members of the ICP, representing local Health, Care, Local Authority, Healthwatch and Voluntary Sector organisations from across the Frimley Geography. Through a face to face facilitated workshop, Assembly Members from across the ICS met together to:

- Understand the journey so far on the development of the ICS strategy
- Explore what has changed since the co-production of the strategy in 2019
- Enable ICP Assembly members to co-design the key areas of focus for our ICS strategy refresh

The feedback gathered during this session and from other stakeholders who weren't able to join on the day, has been used to support and shape the development of this strategy refresh.



Collective feedback

- The language, messages and engagement of the strategy need to be translated into something our population wants to embrace. We must **hear the voice of our population** to support co design of solutions
- The strategy must be **inclusive of all partners** to provide transparency and collective opportunity across the system
- Improved understanding of the current landscape and assets is important so we can make connections and **understand multiple partner perspectives**
- Stronger working with the **voluntary sector** is imperative
- The future is uncertain - we must be **open and honest about the reality we face** - both in terms of challenging economic situation and increased demand on services



Raise the aspirations of our children and young people
Hear the children and young person's voice
Support the next generation - quality of life post 16
Greater working synergy with education

Starting Well

What does living well mean to our adults and older population?
This cohort often has the greatest health needs - how do we better engage?
Feels very disease focussed - should this be more about wider determinants?
Dual aim for this ambition - Living healthily and living well

Living Well

We need a VCSE Alliance to support these conversations
Understand the unique aspects of community assets, needs and priorities
Stronger links with Secondary Care to support community needs when discharged
Stronger links with Local Authority and Primary Care Networks (PCNs)

People, Places and Communities

What can we do to support a wider staff network including voluntary sector?
How can we tackle the temporary staffing problem as a system & across system?
How can we consider incentives to live and work in Frimley?
We need a shared narrative across partners

Our People

Values must reflect our 'collective' organisation
Exposure to more people. We need the reach out to learn how we can change culture
How is value demonstrated and who is best placed to express this?
Improved visibility of what's happening across the system?

Leadership and culture

How far can and should we share money and resources?
Co-design of joint investment models
Promotion of economic growth, shared goals and objectives
How do we have an honest conversation with the public?

Outstanding use of resources



Timescales

Engagement Output Generation

22nd November:
ICP Workshop takes place

25th November:
Review contributions from those unable to attend ICP

Refresh Strategy Content

By 8th December:
Strategy refresh is drafted

9th December:
Circulate for ICP review

15th December:
Follow on amendments made and shared

Finalise and submit Draft Interim Strategy

20th December:
Final deadline for comments

23rd December:
Submit to DHSC/
NHS England

Next Steps

December-March
Further engagement on interim Strategy

March 2023
ICP sign off of final interim strategy

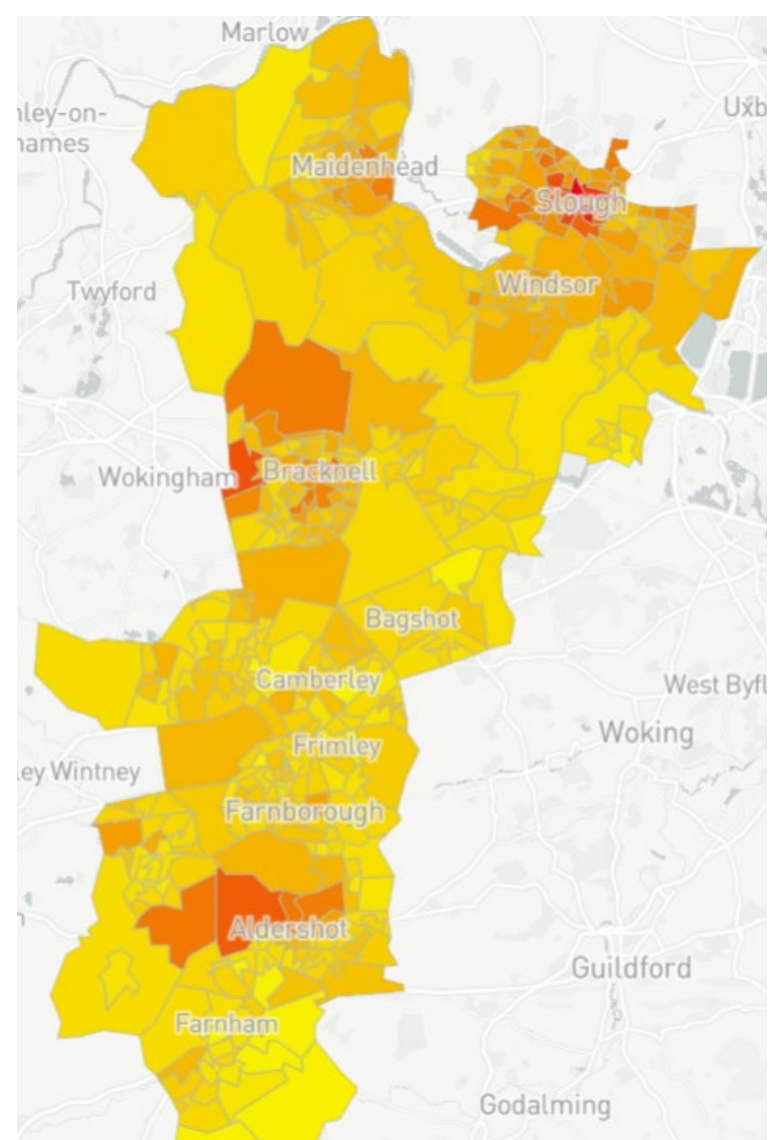
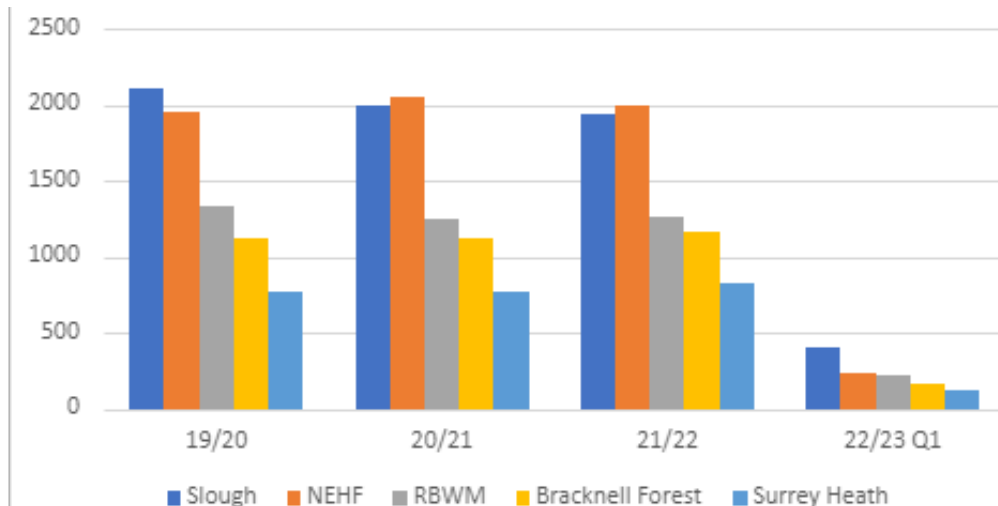
Boards and Committees across the Partnership will have an opportunity to formally review and comment during Q4 2022/23, including the ICB Board. Final approval of the strategy is a responsibility reserved for the ICP which will want to assure itself that broad engagement has been undertaken. Patient and Public views will be sought through a number of channels, including the engagement portal.

Presentation to cover

- Brief overview of the service
- Focus on Maternity governance both within ICS and regional including LMNS membership
- Ockenden report
- Kirkup
- LMNS board agenda schedule
- MVP
- Examples of service transformation work undertaken so far

Our Geography

Place	Births 19/20	Births 20/21	Births 21/22
Slough	29%	28%	27%
NEHF	27%	29%	28%
RBWM	18%	17%	18%
Bracknell Forest	15%	16%	16%
Surrey Heath	11%	10%	11%



This map shows current women pregnant by location. Darker colours show a higher concentration of pregnant women in that area.

Our Population

All Births at Frimley Health Foundation Trust

March 2020 – April 2020

	Black or Black British	Asian or Asian British	Mixed or Multiple Ethnic Groups	White
Wexham Park Hospital	4.6%	37.6%	2.5%	55.3%
Frimley Park Hospital	1.5%	10.5%	2%	86%
Total	2.9%	21.7%	2.2%	73.2%

	Black or Black British	Asian or Asian British	Mixed or Multiple Ethnic Groups	White
Booking after 16 weeks	20.4%	13.9%	14%	13.2%
Gestational Diabetes	22%	25.6%	15.7%	13.9%

Our population

Ethnicity and birth rates

27% of births in FHFT are from Black, Asian or ethnic Minority groups

- 73% White
- 22% Asian or British Asian
- 3% Black or Black British
- 2% Mixed or Multiple Ethnic Groups



Still births and neonatal death rates

- 0.79% of births to Black or Black British mothers
- 0.52% to Mixed or Multiple Ethnic mothers
- 0.50% of births to Asian or British Asian mothers
- 0.39% of births to White mothers

First booking appointment after 16 weeks

White

9.8% Wexham Park Hospital
6.9% Frimley Park Hospital

Black / African / Caribbean

18.5% Wexham Park Hospital
22.4% Frimley Park Hospital



Folic acid before pregnancy

- 17% in Slough
- 36.9% in Bracknell Forest
- 31.1% in Frimley Health
- 27.3% National average



Our Structure



1 Maternity Service



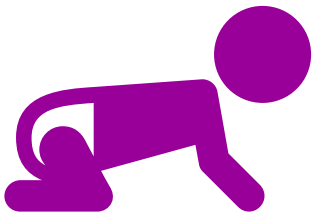
2 Maternity Units & birth centres



10 Maternity Hubs



Specialist Stop Smoking Providers



5 Health Visiting Services



1 Maternity Voices Partnership



3 Perinatal Maternity Mental Health Providers



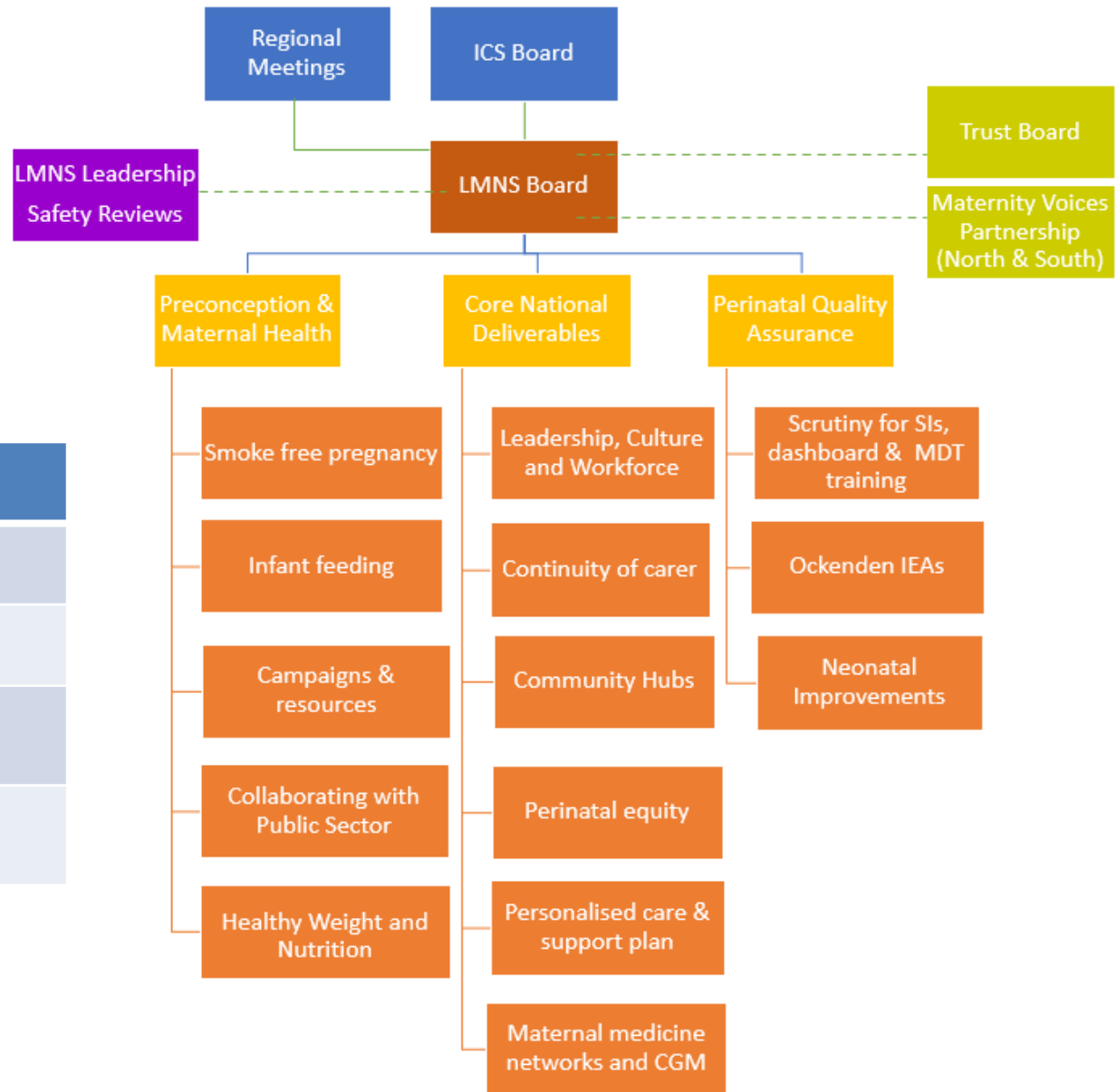
Other partner and voluntary organisations

Our Structure – Midwifery hubs

Place	Location
Slough	Landsdowne Avenue
	450 Bath road
RBWM	King Edwards (Windsor)
	St Marks (Maidenhead)
Bracknell	Skimped Hill
Surrey/Ascot	Frimley Park
NEF&H	Aldershot Centre for Health
	Farnborough Voyager Centre
	Fleet Community Hospital
	Farnham Community Hospital
Surrey/NEF&H	Yateley GP Surgery

LMNS Structure

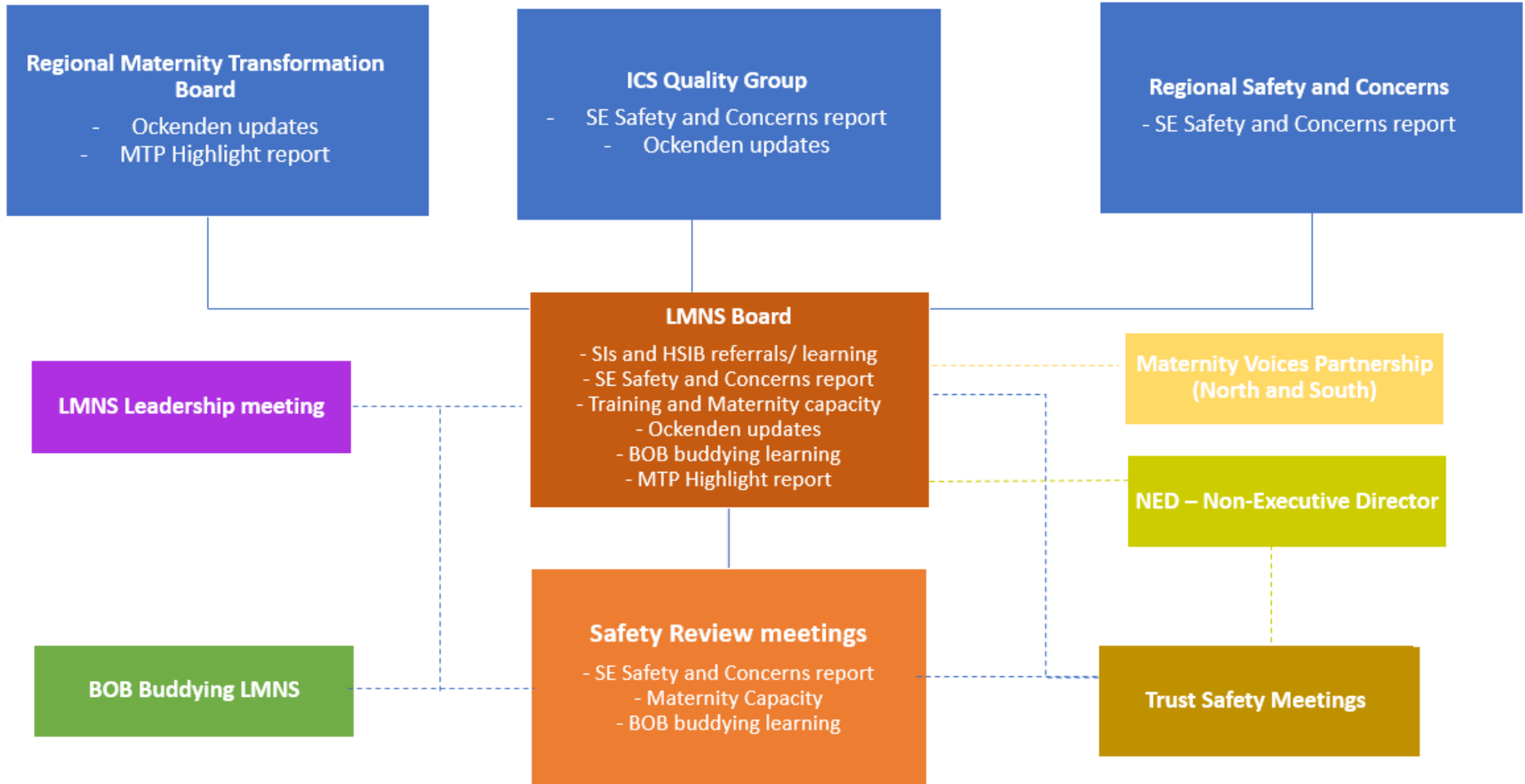
Workstreams 2022/23



Maternity regional meeting	Frequency
Maternity Neonatal Safety Concerns Group	Quarterly
Maternity Transformation Board	Quarterly
Project Management Office	Monthly
Other project workstreams e.g equity	Vary/ad hoc

LMNS Governance

Perinatal Safety assurance



LMNS Membership

Core Membership

- Senior Responsible Officer – Holds Integrated Care Board level membership
- Frimley Health NHS Foundation Trust
 - Chief of Service – Obstetrics and Gynaecology
 - Chief of Service -Paediatrics
 - Assistant Director – Women and Children
 - Director and Heads of Midwifery
 - Chief of Nursing and Midwifery
 - LMNS Consultants and Consultant Midwives
 - LMNS midwife
 - LMNS project leads as required
- Starting Well and LMNS Workstream lead
- Non-Executive Director
- NHS England (South East)
- ICS Digital and Comms Leads
- Preconception and Maternal Health Leads
- Maternity Voices Partnership (MVP)
- Frimley ICB
- Academic Health Science Network
- KSS & TVW ODN (Operational Delivery Networks)
- Health Education England
- Health and Wellbeing Programme Lead (OHID South East)

Wider Membership

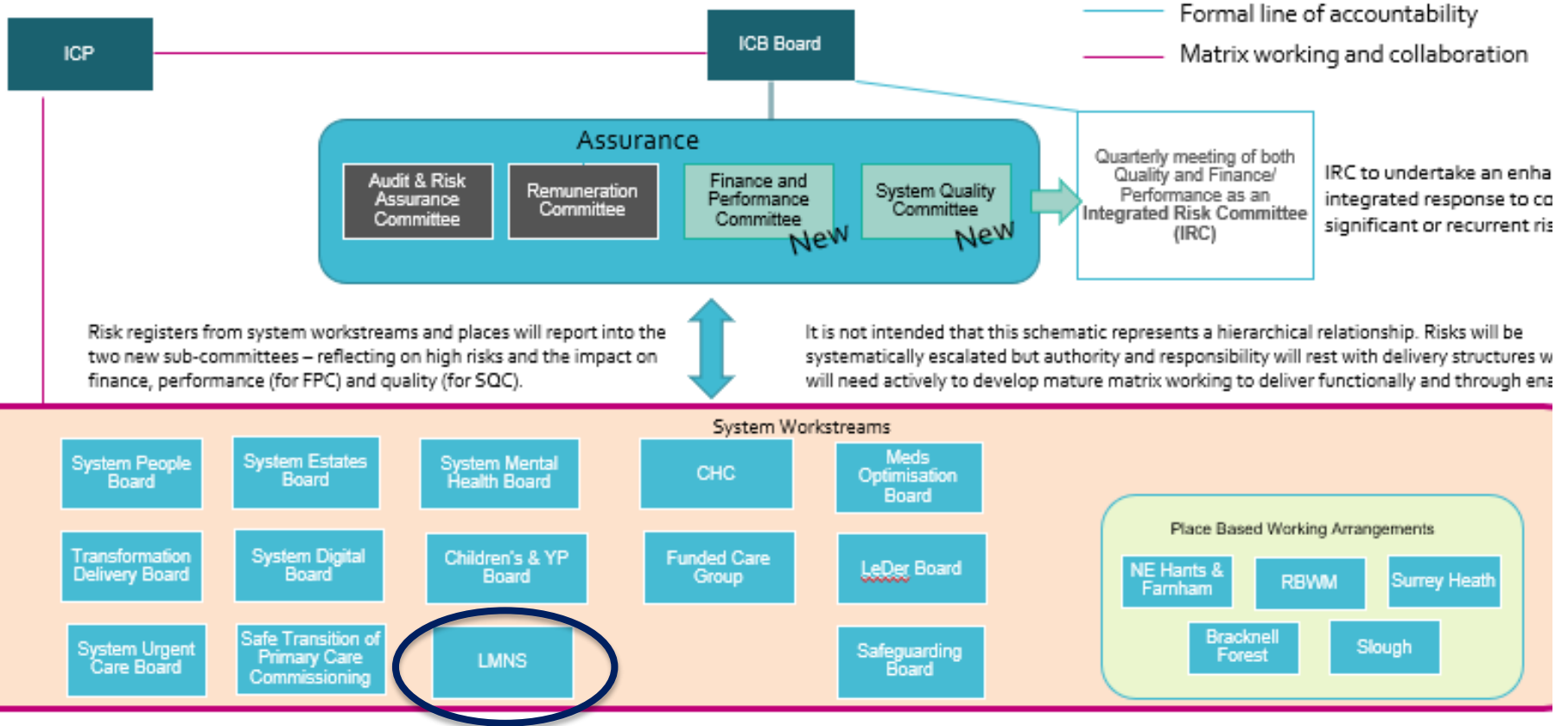
The group will benefit from subject matter expertise or accountable senior clinical and managerial input where appropriate.

Supporting Members

- Project Support Officer, Frimley Health & Care ICS

LMNS Governance

Integrated Care Board



Frimley Health Trust Workforce

	Funded WTE	Vacancies	% Vacancy gap
Midwives	429	44	10.26%
Maternity Support Workers	103	19.2	18.6%
Obstetrician Gynaecologists	39.2	2	5.1%
Neonatal	80.8	13.76	17%

Ockenden Report

- Initial report Dec 2022
 - Full report published in March 2022
- 7 Immediate & Essential Actions
 - 128 questions with assessment criteria
 - Reviewed regularly by Trust and LMNS
- Submissions to NHS England
 - Regional team visit in August 2022

Ockenden IEAs status

IEA	Compliance breakdown Quarter 2 22/23							Update
1) Enhanced Safety	Q1	Q2	Q3	Q4	Q5	Q6	Q7	External representation has improved and being reviewed in Q3
2) Listening to women and families	Q11	Q13	Q14	Q15	Q15	Q16		
3) Staff training and working together	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Due to be recruited Quarter 2. Twice daily ward rounds in place
4) Managing complex pregnancy	Q24	Q25	Q26	Q27	Q28	Q29		Admin starts Aug 23. Consultant post advert being finalised. Audits being undertake for women with a named consultant with a complex pregnancy
5) Risk assessment throughout pregnancy	Q30	Q31	Q32	Q33				Audit in write up currently and action plan has been drafted for sign off. Personalised care plan app for launch in September and app compliance will be audited within 6 month of launch
6) Monitoring fetal wellbeing	Q34	Q35	Q36	Q37				
7) Informed consent	Q38	Q39	Q40	Q41	Q42	Q43	Q44	Audit to be undertaken once reports have been built in EPIC this will then be ongoing as part of annual audit plan
Workforce Planning	Q45	Q46	Q47	Q48				Recruitment being progressed. Retention leads funded and international Recruitment lead progressing to help support additional pipeline of midwives
Guidelines	Q49							

Independent Investigation into East Kent Maternity Services – Dr Bill Kirkup Oct 2022

On 13 February 2020 the Minister of State, Department of Health & Social Care, confirmed in Parliament that, following concerns raised about the quality and outcomes of maternity and neonatal care, NHS England and NHS Improvement (NHSEI) had commissioned Dr Bill Kirkup CBE to undertake an independent investigation into maternity and neonatal services at East Kent Hospitals University NHS Foundation Trust.

The primary reason for this report is to set out the truth of what happened, so that maternity services in East Kent can begin to meet the standards expected nationally, for the sake of those to come.

Review of care for 2009 -2020 (11
Years)

Maternity or organisation?

This is not solely a maternity report- issues identified highlight workings across NHS services

How you hear information from outside the organisation is important, inc patient voice and outside organisations

Tackling poor behaviour/ ensuring high standards should be consistent across all disciplines

Board to ward oversight-what are the right questions

The report identifies 4 areas for action

That the NHS could be much better at:

1. Identifying poorly performing units

2. Giving care with compassion and kindness

3. Teamworking with a common purpose

4. Responding to challenge with honesty

Next steps

- Awaiting NHSE guidance to progress the recommendations that will be aligned to a single delivery plan (due to be published in early 2023)
- This Plan will bring together these actions along with the final Ockenden report 2021, the NHS Long Term Plan and Maternity Transformation Deliverables.
- The Committee will be kept updated by the Chief of Service, Director of Midwifery and Associate Director once this plan is published by NHS England.

LMNS Board schedule

December	Transformation focus	<ul style="list-style-type: none">• Ockenden and Kirkup update• Pelvic health Service• MAMAs line
February	Quarter 3 Safety	<ul style="list-style-type: none">• Maternity Dashboard• Serious Incidents for Quarter 3• Learning from SIs• Multidisciplinary training
April	Quarter 4 Safety	<ul style="list-style-type: none">• Maternity Dashboard• Serious Incidents for Quarter 4• Learning from SIs• Multidisciplinary training
June	Transformation focus	
August	Quarter 1 Safety	<ul style="list-style-type: none">• Maternity Dashboard• Serious Incidents for Quarter 1• Learning from SIs• Multidisciplinary training
October	Quarter 2 Safety	<ul style="list-style-type: none">• Maternity Dashboard• Serious Incidents for Quarter 2• Learning from SIs• Multidisciplinary training

Regional submissions required in January 2023

Workstream	Update
Maternity Transformation Programme	Highlight report providing update on LMNS workstreams and key risks/issues
Regional Safety and Concerns report	Report on Perinatal Safety for the Quarter. Includes Serious Incidents, perinatal deaths themes and learning, workforce updates and Ockenden implementation
Continuous Glucose Monitoring	Assurance return on uptake of CGM
Smokefree pregnancy	Assurance return on smoking rates within System
Continuity of Carer	Update on system progress of Continuity of Carer building blocks
LMNS Capacity and Capability framework	Update on LMNS Capacity and Capability action plan

Maternity Voices Partnership

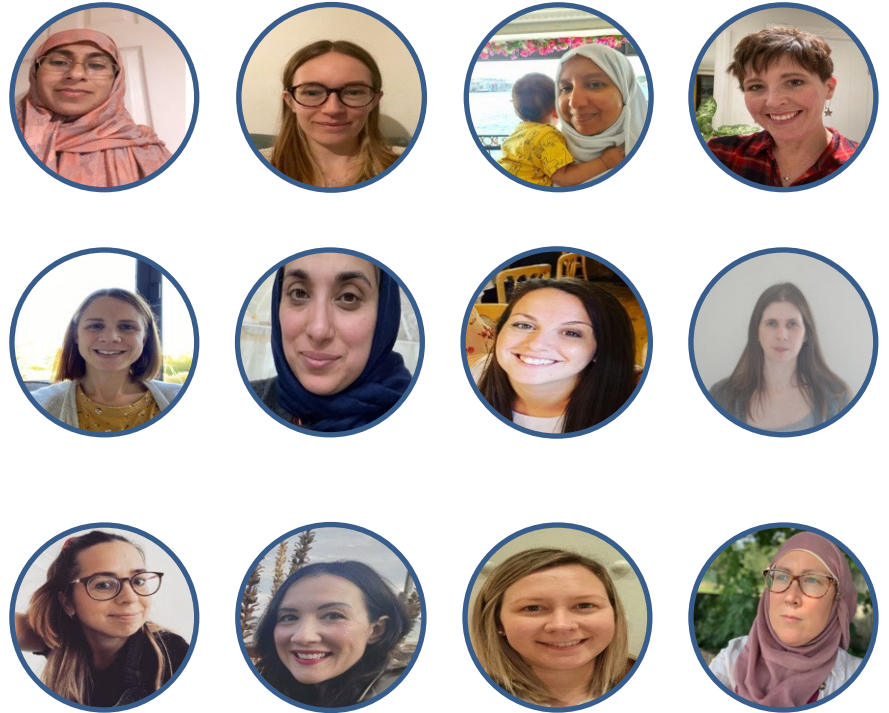
18 active volunteers with 2 more joining for an even split between Wexham and Frimley

Nearly half (45%) from a Black, Asian or Ethnic Minority background and/or from the Muslim community.

Small groups working on different projects

- Equity
- Neonatal
- Infant feeding
- Maternal Mental Health
- Social Media

- Treasurer
- Creative Designer



Some of our
Volunteers

Service Development

In collaboration with South Central Ambulance Service (SCAS) and provides a single point of contact for women from 16 weeks into their pregnancy through to 28 days postpartum.



Maternity and Midwifery Advice and Support Line **NHS**

MAMAS Line

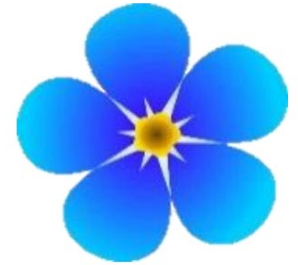
A new dedicated advice line for pregnant women open 24hrs a day and staffed by trained midwives offering clinical support.

Call 0300 013 2004

A partnership between:
Frimley Health NHS Foundation Trust
South Central Ambulance Service NHS Foundation Trust

Forget-Me-Not Service

Frimley Maternal Mental Health



Forget-Me-not provides a therapy-led service focussing on early **pregnancy loss** before 24 weeks gestation, following wide engagement with those with lived experience and professionals.

- Tokophobia continues to be provided by secondary care providers
- Birth trauma currently available for East Berkshire patients, looking to establish with MMHS for Frimley South

Service Development

The service provides all women with antenatal education about pelvic floor dysfunction.

Through a new screening tool women are provided additional support (outlined below).

Phase 2 will look at

- Prevention in intrapartum care
- OASI care bundles
- Postnatal toolkits



How Is **YOUR** Pelvic Floor?



Scan to access website information



Scan to tell us your experience

Low risk of pelvic floor dysfunction

Pelvic Health Resources

Med/High risk of pelvic floor dysfunction

Pelvic Health Workshop

Symptoms of Pelvic Floor Dysfunction

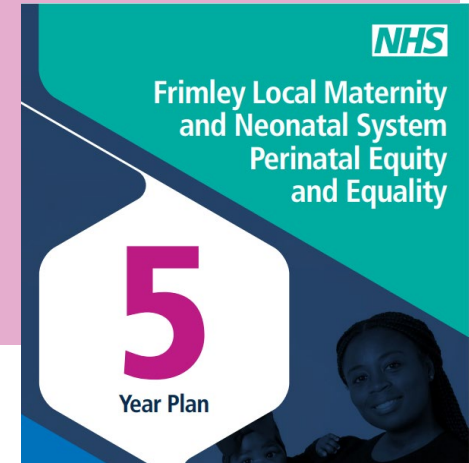
Physiotherapy 1:1

Perinatal equity and equality

In order to start developing the plan we needed to engage with women, families, workforce and stakeholders in order to work together.

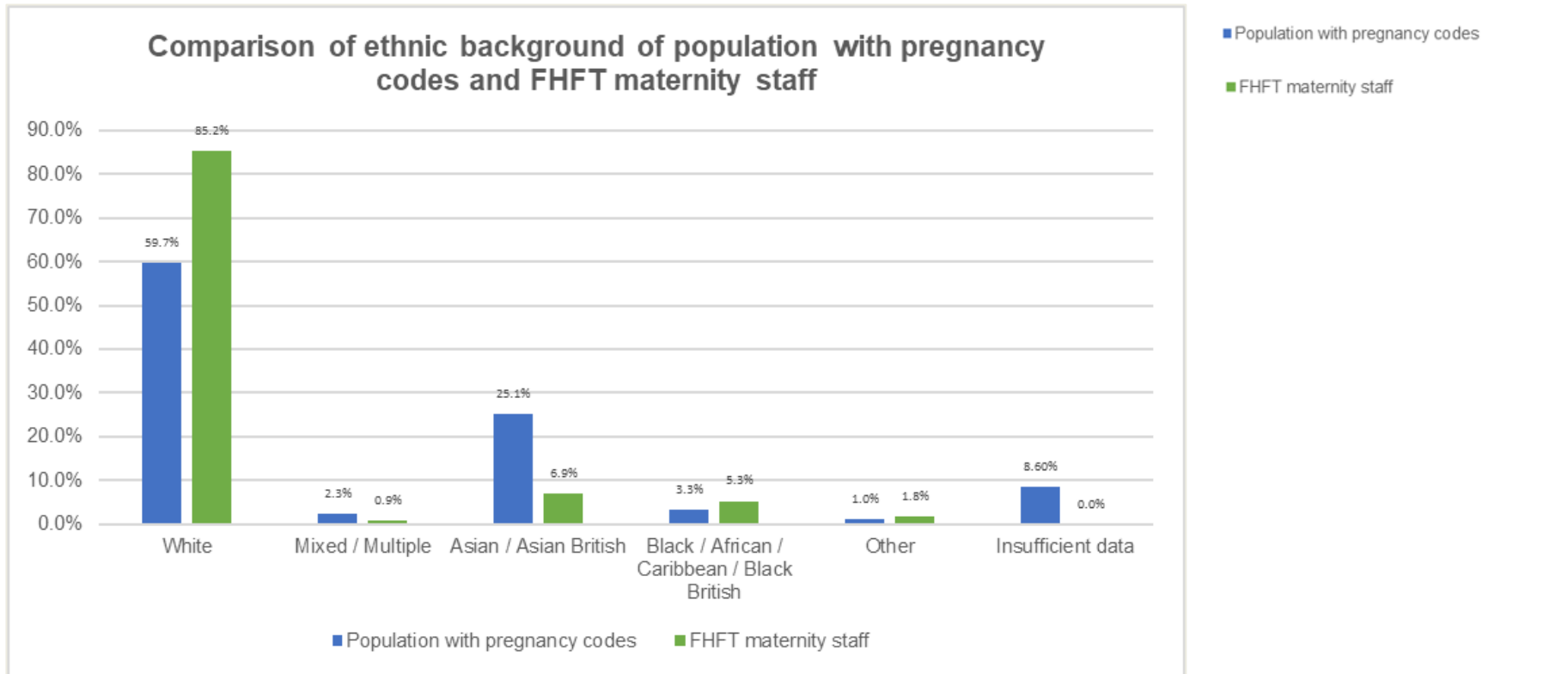
We:

- Created an equity working group with service user representative
- Held focus groups with women in Slough and Rushmoor
- Listening Groups with Staff from Black, Asian and Ethnic Minority
- Hosted a Matron away day sharing phase 1 data and crafting next steps
- Linked with interdependent programmes across the Integrated Care Board and FHFT
- Attended regional equity meetings to share best practice



Understanding our workforce

Listening groups held in September and October will provide us with the Qualitative data to assist in developing a programme of work



WRES data shows:

- Under-representation of Black, Asian or Ethnic Minority staff at Bands 7 and 8a
- A lower proportion of Black, Asian or Ethnic Minority staff believed that their trust provides equal opportunities for career progression or promotion compared to white staff.



Thank you

Integrated Performance Oversight

20th December 2022

NHS FRIMLEY ICB

KEY HEADLINES

- **QUALITY:**

- Following the BBC Panorama programme which showed patients being abused while in the care of an NHS Trusts, the ICB are working with Providers to ask the question “this could happen here?”. The ICB Quality Board is reviewing information shared by providers on MH services to understand the work they have completed to address the question.
- Ockenden: Frimley Health NHS Foundation Trust have received the outcome of their Ockenden Visit. This will be reviewed at next LMNS and ICB Quality group. The Trust have made excellent progress on compliance, there are now only 10 questions that have an amber rating which aim to be achieved by December 2022

- **OPERATIONAL PERFORMANCE:**

- Demand pressures across all areas of our system remains extremely high. With specific pressures in the most recent weeks driven by increased Paediatric demand.
- Patient flow through our hospitals remains a key challenge with bed occupancy rates above sustainable levels, despite escalation capacity above levels experienced last year being utilised.
- These challenges are leading to deterioration in performance within A&E, with increased numbers of Ambulance handover delays, and with patients staying within the emergency department for more than 12 hours.
- Urgent & Emergency Care plans for the Winter have been produced and work continues across the system to implement these and to begin the implementation of our system wide Urgent & Emergency Care Strategy.

- **FINANCIAL PERFORMANCE:**

- For the statutory responsibilities of NHS Frimley ICB (Frimley ICB & Frimley Health NHS Foundation Trust) we are currently reporting a deficit of £24.8m against a planned YTD deficit of £2.1m. Additional financial controls and reviews of all uncommitted expenditure have been implemented to reduce the system deficit.

- **WORKFORCE:**

- The context of a highly competitive national labour market and local vacancies continue to challenge recruitment and retention of staff. Industrial action mitigations are in place, as are strengthened governance and assurance arrangements that monitor delivery plans and provide data insights

FRIMLEY INTEGRATED CARE BOARD

Title of Paper	Emergency Preparedness Resilience and Response Annual Assurance Process Report 2022-23		
Agenda Item	9	Date of meeting	20 December 2022
Exec Lead	Sarah Bellars, Chief Nursing Officer		

Purpose	To Approve	<input type="checkbox"/>	Link to Strategic Objective	
	To Ratify	<input type="checkbox"/>		
	To Discuss	<input type="checkbox"/>		
	To Note	<input checked="" type="checkbox"/>		

Executive Summary
<p>The annual Emergency Preparedness, Resilience & Response (EPRR) assurance process for 2022-2023 was launched by NHS England South East Regional Head of EPRR on 29th July. This consisted of a National letter outlining the process and timelines for this year and the updated National Core Standards.</p> <ul style="list-style-type: none"> • The total number of core standards for the ICB is: 47 • The total number of core standards for the Acute Trusts are: 64 • The total number of core standards for the Community/MH Providers are: 55 <p>The EPRR Assurance Deep Dive Focus 2022/23 is Evacuation & Shelter. This has 6 standards to be compliant with for the ICB but 13 for FHFT and HCRG.</p> <p>The NHS Frimley ICB Providers that participate in the annual EPRR assurance process are:</p> <ul style="list-style-type: none"> • Frimley Health Foundation Trust • HCRG Care Group <p>Outcomes from the EPRR assurance process for our shared providers will be made available via the lead commissioning ICB and are therefore not included in our assurance process. These include:</p> <ul style="list-style-type: none"> • South Central Ambulance Service • South East Coast Ambulance Service • Berkshire Healthcare Foundation Trust • Surrey and Borders Partnership FT <p>This paper is being submitted to the Public Board in order for them to have sight on our compliance ratings for the ICB and our providers for 2022/23 and to note these ratings as an accurate reflection of the EPRR assurance process that has been undertaken by NHS Frimley ICB EPRR/Systems Resilience Team.</p>

All NHS organisations are required to undertake a self-assessment against the 2022/23 national core standards relevant to their organisation. This assessment is then required to be taken to a Public Board meeting for formal acknowledgement.

Local Health Resilience Partnerships will also work with their constituent NHS organisations to agree a process whereby they are sighted on organisational ratings and offer an opportunity across agencies to promote the sharing of good practice. This process is coordinated with the NHS England Regional Head of EPRR, and local ICS EPRR leads.

For NHS Frimley ICB the LHRP engagement will be via the Thames Valley (BOB), Hampshire/Isle of Wight (HIOW) and Surrey Heartlands LHRPs during October and November.

The outcome of this process for NHS Frimley ICB has been submitted to the South East Regional Emergency Preparedness, Resilience and Response Team on 4th November 2022.

Supporting templates to be completed by all organisations are:

- The Core Standards excel spread sheet including the deep dive standards;
- A Statement of Compliance;
- An Improvement Plan.

Plans Reviewed:

This year NHS Frimley ICB has reviewed the following plans from FHFT:

- Strategic-Tactical Business Continuity – Critical Incident Plan;
- Training and Exercising Schedule;
- Sharing Information with the Police documents;
- Mass Casualty Plan

The management of Critical Incidents and Debriefs were also discussed to ensure that due process and regional checklists were followed correctly

This year NHS Frimley ICB has reviewed the following plans from HCRG:

- BC Policy and supporting BCM documents;
- Surrey Operational Incident Plan;
- National Incident Response Plan;
- Training and Exercising Schedule;
- EPRR Policy;
- Outbreak Management Policy.

Feedback sheets and/or plans with track changes have been completed for the providers to enable them to improve and update their plans/processes where required.

Quarterly meetings are in the diary annually to support the NHS Frimley Providers and the ensure they are completing their core standards that they are partially compliant with.

The outcome of the 2022/23 EPRR Assurance Process are as follows:

<ul style="list-style-type: none"> • NHS Frimley ICB • Frimley Health Foundation Trust • HCRG Care Group 	Substantially compliant	The organisation is fully compliant against 89-99% of the relevant NHS EPRR Core Standards
---	-------------------------	--

Shared Providers: <ul style="list-style-type: none"> • South Central Ambulance Service • South East Coast Ambulance Service • Berkshire Healthcare FT • Surrey & Borders Partnership 	Substantially compliant	The organisation is fully compliant against 89-99% of the relevant NHS EPRR Core Standards
---	-------------------------	--

All the organisations listed have plans in place to be fully compliant with all the national core standards by March 31st 2023

Recommendation	<p>A rigorous and thorough EPRR assurance process has been undertaken for 2022 with minimal actions to follow up.</p> <p>NHS Frimley ICB have 2 outstanding core standards in relation to emerging infectious disease and will be fully compliant with the National Core Standards for 2022 by March 2023.</p> <p>FHFT have 1 outstanding core standard in relation to their Data Security Toolkit and will be fully compliant with the National Core Standards for 2022 by July 2023.</p> <p>HCRG have 3 outstanding core standards all related to business continuity and will be fully compliant with the National Core Standards for 2022 by March 2023.</p> <p>The shared organisations assurance status is being managed by the relevant lead commissioning ICBs.</p> <p>Both Providers have received a letter summarising this annual EPRR process and how we will monitor full compliance going forward, offering support when required.</p> <p>The quarterly meetings put in place by the NHS Frimley ICB EPRR team, led by the Director of EPRR/Systems Resilience will oversee and manage this process to its full completion, reporting to the Frimley Executives and UEC/Planned Care Board as required.</p>
-----------------------	---

Please provide details on the impact of following aspects	
Risk and Assurance	N/A
Equality and Quality Impact Assessment	N/A
Patient and Stakeholder Engagement	N/A
Financial Impact and Legal implications	N/A

Reporting – has this paper been discussed at other meetings		
Committee Name	Date discussed	Outcome