

27 July 2023

From the office of Julie Grant  
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By email

Richard Wright  
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Dear Richard,

**Annual assessment of Derby and Derbyshire Integrated Care Board's performance in 2022/23**

As you are aware NHS England has a legal duty to undertake an annual assessment of Integrated Care Board (ICB) performance with respect to each financial year. This is in line with section 14Z59 of the NHS Act 2006 and as amended by the Health and Care Act 2022.

The annual assessment is focused on your organisation's performance against those specific objectives set by NHS England and the Secretary of State for Health and Social Care, its statutory duties as defined in the Act and the wider role within your Integrated Care System (ICS) across the 2022/23 financial year. The evidence to support the assessment has considered your ICB's annual report and accounts; available data; feedback from stakeholders and the discussions that NHS England has had with the ICB and the wider system during the year.

The assessment has also considered your role in providing leadership and good governance within your Integrated Care System as well as how you have contributed to each of the four fundamental purposes of an ICS.

Annex A contains a detailed summary of the areas where the ICB is displaying good or outstanding practice and areas which further progress is required along with support or assistance being supplied by NHS England to facilitate improvement.

The assessment recognises the relative infancy of ICBs, having only been statutory bodies for nine months of the 2022/23 financial year, and the developing local strategic aims of ICS' set out in the Integrated Care Strategy for your system and articulated through your recently published Joint Forward Plan. 2022/23 has been a transitional year and you have had to balance the demands of establishing the new organisation with supporting service delivery.

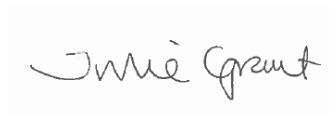
Classification: Official

The ICB has made significant progress in working and engaging with system partners to ensure that strategic priorities are aligned and that there is a developing approach to truly integrated health and care. Good progress has been made with leadership and governance arrangements, however there are some areas of operational and financial challenge which will require further development of oversight arrangements and focussed improvement activity in the coming year.

Please could you share the assessment with your leadership team and consider publishing this alongside your annual report at your Annual General Meeting. NHS England will also publish a summary of the outcomes of all ICB performance assessments as part of its 2022/23 Annual Report and Accounts.

Thank you for all of your work during 2022/23 in what remain challenging times for the health and care sector.

Yours sincerely,

A handwritten signature in black ink that reads "Julie Grant". The signature is written in a cursive, flowing style.

Julie Grant

**Director of Strategic Transformation, NHS England (East Midlands)**

- cc. Chris Clayton, Chief Executive Officer, Derby and Derbyshire Integrated Care Board  
Dale Bywater, Regional Director, NHS England (Midlands)  
Diane Gamble, Deputy Director of Strategic Transformation, NHS England (Midlands)

## **Annex A: detailed assessment**

### **Section 1: System leadership**

The ICB has made good progress with developing its approach to governance and leadership, specifically in relation to integrated care, integrated assurance and integrated commissioning. The ICB has outlined within the Joint Forward Plan (JFP) how it will address nationally mandated targets, as well as seeking to find solutions to local challenges and setting priorities and outcomes.

The ICP and ICB work in a mutually supportive manner and progress is being made on key NHS deliverables through collaboration and system working. There are positive collective working relationships with the Local Authority and good engagement between Local Authorities, the NHS, the VCSE sector and Healthwatch organisations, as evidenced in the development of the Integrated Care Strategy. The 'Team Up' programme is an example of strong partnership working which brings together nurse prescribers, occupational therapists, social care and GPs to provide care for people at home, avoiding wherever possible the need to go to hospital.

The ICB has worked collaboratively to deliver the strategic priorities, ensuring good engagement and collaboration with wider partners when developing plans such as the joint Integrated Care Strategy. The system has been advanced in developing a collaborative approach to workforce and resourcing. The JFP and annual report have demonstrated the duty to have regard for the effectiveness of strategic decisions by having a continuous theme of the 'Triple Aim' throughout the plan.

Governance, assurance and oversight arrangements continue to evolve and the NHS Oversight Framework is not yet fully embedded within the ICB governance structure. Further work is required to ensure that organisations are supported and monitored against agreed exit criteria. Further work is also required in relation to the design and implementation of the system operating model.

The approach to decision-making is highlighted throughout the annual report including the engagement and involvement of the Derby and Derbyshire residents in all elements of work, ensuring they are at the heart of decision-making processes. The ICB adopts a robust model of equality analysis and due regard which it has embedded within its decision-making processes.

Information and feedback received from Health and Wellbeing Boards and partnerships also evidences the way the ICB is working to engage and involve around decision making and building the strategy as a system.

## **Section 2: Improving population health and healthcare**

There is an established System Quality Group in place which is mature and fully functioning and reports to the ICB Quality Committee. There is evidence that the System Quality Group is effective in managing safety concerns and ensuring actions take place. The ICB has embedded the NQB guidance on risk and escalation and there is evidence this has been utilised to escalate issues within the system and to Regional Quality Group.

The System Quality Group provides quality oversight in relation to public health outcomes and the wider determinants of health; and takes appropriate action as required to reduce Health Inequalities. The committee focuses on quality across pathways by receiving information against key performance trajectories and identifies quality issues, ensuring that they are acted upon.

The annual report provides many examples of how the ICB has improved local services. The Integrated Care Strategy identifies priorities and articulates the quality aims and objectives for the ICB. Evidence shows that services are either improving or have a clear trajectory/plan for improvement over the next 12 months. The ICB has made good progress on the continuing recovery of services following the Covid-19 pandemic. However, there were a number of areas where the ICB has faced particular challenges in making improvements over the last year.

Enabling effective UEC flow, including prompt discharge to community and social care, remains a significant challenge and further work is required to ensure that bed occupancy meets the required standard for 2023/24.

The East Midlands Coordinating Commissioning Team is hosted by Derby and Derbyshire ICB and manages the ambulance and NHS111 contracts with EMAS and DHU on behalf of all East Midlands ICBs. EMAS faced significant challenges in meeting performance standards throughout 2022/23 and this is an area of specific focus for the East Midlands ICBs in the coming year.

The ICB faced challenges in meeting cancer standards in 2022/23 and many of the recovery actions will continue to be implemented in 2023/24. It is expected that positive developments, in some areas including best practice timed pathways and transformation, will have a positive impact in the coming year.

Although the system has demonstrated significant improvement in long elective surgery waits, the ambition to have zero patients waiting more than 78 weeks by the end of March 2023 was not achieved. The ICB continues to receive support from NHS England for cancer and elective recovery.

The annual report highlights several pressures that have impacted on Mental Health performance during 2022/23. Learning Disability and Autism adult inpatient numbers were significantly over trajectory at year end and performance remains an outlier within the region.

The ICB has made progress in delivery of objectives for maternity services and there has been positive development of the equity and equality plan. Continued focus on delivering the building blocks for continuity of carer will be required, particularly for the most vulnerable groups. The ICB, in conjunction with the LMNS, is supporting University Hospitals of Derby and Burton FT with its response to a cluster of serious incidents which are undergoing review with HSIB.

There is a clear approach to working with people and communities, which satisfies the ICB's duty to conduct public involvement and consultation. The JFP highlights how critical it is to develop strategies underpinned by the view of people and communities. The ICB has developed and implemented a systematic approach to engagement which is underpinned by principles and frameworks to ensure that the experience and aspirations of local people are listened to. 'Derbyshire Dialogue' is an example of the system approach to engagement. It is a good example of engagement with the wider public and attracting people who would not otherwise engage with the NHS.

### **Section 3: Tackling unequal outcomes, access and experience**

The ICB annual report sets out the steps being made to support the aims of improving health and reducing health inequalities. It is recognised that the NHS and its partners have faced a challenging time and the work in 2022/23 was key to developing a shared ambition to deliver a programme of health and care improvement for the people of Derby and Derbyshire.

The Integrated Care Strategy has identified indicators to reduce specific inequalities for adults by drawing on local data. This includes Hypertension case-finding to allow for interventions to optimise blood pressure and minimise the risk of myocardial infarction and stroke.

Through the ICS Digital and Data Programme, the ICB is engaged with the work led by the local authority through Rural Action Derbyshire and Citizens On-line to understand and mitigate challenges experienced by its citizens in accessing information and services via a digital route.

The ICB has been working on a population health management approach to understanding inequality in waiting times with the National Healthcare Inequalities Improvement Programme. Analysis relating to elective care has been completed and development of a plan is underway.

Whilst there are clear actions that the NHS is responsible for, through initiatives such as Core20PLUS5, wider system ownership and recognised importance of the prevention agenda is critical to helping the ICB in the longer-term address some of the demand and financial challenges faced by the system.

#### **Section 4: Enhancing productivity and value for money**

The ICB faced significant financial challenges in 2022/23 and reported a financial deficit of £31.3m, of which £18.6m related to an agreed technical adjustment, and £13.4m was the system's agreed stretch target.

The ICB did not deliver its efficiency plan in full and further consideration should be given to how system-wide transformation schemes can be fully realised. The ICB is clear on the risks that correlate with the triangulation between finance, activity and workforce increases.

There is evidence, within the JFP to the commitment to research, with a named ICB executive lead for research and innovation. The ICS has an established Derbyshire Research Forum and a research strategy will be developed in 2023/24 to embed an approach to research across the ICS. There is encouraging evidence of planning towards promotion and use of research including in social care as well as health care.

#### **Section 5: Helping the NHS support broader social and economic development**

The 'Anchor Charter' was formally approved in 2021/22 and was rolled out to organisations in 2022/23 to ensure that it was embedded in strategies and provided a framework for plans to benefit communities across Derby and Derbyshire. The ICB role as anchor institution within the wider anchor system is clear.

There is a well-established approach in the system with organisations seeking to use their collective influence to help address socio-economic and environmental factors, enabling and facilitating community wealth building, working together through the Derby and Derbyshire Health and Wellbeing Boards and the ICB.

The ICB and its partners have an agreed Green Plan and have established governance for delivery of the plans. The ICB has a Green executive sponsor at ICB Board level and established programme support. The ICB Annual report is exemplary in demonstrating the organisation's understanding of their role and responsibilities in climate change and the actions the organisation is taking to ensure it meets its obligations.

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There is evidence provided as to how the ICB has contributed to the strategic priorities of the individual Health and Wellbeing Boards (HWBB). The annual report confirms that the ICB is fully engaged with the two HWBBs and is contributing to the delivery of the HWB strategy.