The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	4 May 2021	**Agenda item:**	17
Report Title:	ICS Update		
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Executive Sponsor:	Laura Skaife-Knight, Deputy CEO		

Implications

Link to key strategic objectives
[highlight which KSO(s) this recommendation aims to support]

KSO1	KSO2	KSO3	KSO4	KSO5	KSO6
Safe and compassionate care	*Modernise hospital and estate*	*Staff engagement*	***Partnership working, clinical and financial sustainability***	*Healthy lives staff and patients*	*Investing in our staff*

Board assurance framework	Partnership working is set out in KS04. The BAF updates are received and reviewed within Finance and Activity Committee and Senior Leadership Team.	
Significant risk register	No significant risks aligned	
	Y/N	If Yes state impact / implications and mitigation
Quality		
Legal and regulatory		
Financial		

Assurance route

Previously considered by:	

Executive summary

Action required:	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	The purpose of this paper is to provide the Board of Directors with an update on key areas of work within the ICS.
Summary of Key issues:	<u>Norfolk and Waveney Acute Hospitals Group Committees</u> • The Board of Directors is asked to note that the Norfolk and Waveney Acute Hospitals Group Committees met on the 12 April 2021. The outcome of this meeting was discussed in detail at the Board of Directors / Governors Council session on 14 April 2021 and has subsequently been discussed at Senior Leadership Team on 20 April 2021. • Detailed conversations continue around the development of Provider Collaboratives, with further discussions planned to take place at the 10 May Norfolk and Waveney Hospitals Group Committees meeting further to internal consideration by the Trust, Norfolk and Norwich University Hospital NHS Trust and the James Paget University Hospital NHS Trust.

	<u>Place Based Care</u> • The Board of Directors is asked to note the progress which is being made in relation to development of specific Place Based Care projects, alongside the creation of a local Clinical Leadership Team which is meeting 27 April 2021 and the on-going development of clear linkages with the Cambridgeshire and Peterborough and South Lincolnshire systems.
Recommendation:	The Board of Directors is asked to **note** the update.
Acronyms	CCG - Clinical Commissioning Groups DHSC - Department of Health and Social Care ICS – Integrated Care System JPUH – James Paget University Hospital NHS Trust JSNA - Joint Strategic Needs Assessment NNUH – Norfolk and Norwich University Hospital NHS Trust N&WCCG - Norfolk & Waveney Clinical Commissioning Group

Norfolk and Waveney Hospitals Group Committees

The Board of Directors is asked to note that the Norfolk and Waveney Acute Hospitals Group Committees met on the 12 April 2021. The outcome of this meeting was discussed in detail at the Board of Directors / Governors Council session on 14 April 2021 and has subsequently been discussed at Senior Leadership Team on 20 April 2021.

Detailed conversations continue around the development of Provider Collaboratives, with further discussions planned to take place at the 10 May 2021 Norfolk and Waveney Hospitals Group Committees meeting further to internal consideration by the Trust, Norfolk and Norwich University Hospital NHS Trust and the James Paget University Hospital NHS Trust.

A meeting of the Boards of the three Trusts will take place at the end of May 2021 which will further inform the Provider Collaboration discussions.

Norfolk and Waveney Clinical Strategy

Discussions continue on the clinical strategy for Norfolk and Waveney through the Norfolk and Waveney Health and Care Partnership. Principles and a brief have been agreed for the research element of this work. This will include a cross section of clinicians as well as patients to explore themes and understand how they feel about the way health and social care is delivered. Clinical engagement is critical as this work develops, through the System Care and Clinical Transformation Group.

Place Based Care

A local Clinical Leadership Group has been established to support delivery of Place Based Care within West Norfolk, with Terms of Reference drafted and the first meeting of the group planned to take place on 27 April 2021.

The Group will work alongside the already established Local Delivery Group with the key aims of;

- Developing shared clinical insight and understanding into 'place' needs of local communities to promote and support community health and wider wellbeing – recognising the wider determinants of health and value 'place' partners can bring in this space – both in understanding, planning and galvanising an operational response

- Including clinicians and frontline practitioners from place partner organisations

- Promoting clinical integration in planning and delivery of key components of place – e.g. at patient level, neighbourhood and PCN level, Place level – furthering the agenda of these to support place

- Identifying and exploiting opportunities for integration in the areas in which we interface/our place partner priorities coalesce around Place – e.g. neighbourhood/PCN, point of admission/discharge from hospital etc. – or around particularly challenged communities

- Ensuring a clinical voice is incorporated at Place and System level thinking, representing the clinical/practitioner workforce and the opportunities to promote this and to integrate clinical working at Place level as part of wider Integrated Care System work

The Trust continues to work with local Partners on specific Place Based Care projects;

Protect Now – Falls Prevention project

As previously reported, the Trust are working collaboratively with NHS Norfolk and Waveney Clinical Commissioning Group and the Borough Council of Kings Lynn and West Norfolk on a specific project to support patients awaiting orthopaedic treatment.

The first cohort of 129 patients aged over 70 years of age, on the QEH Orthopaedic waiting list for hip and knee surgery has been completed. Calls were made to these patients from January 2021 to March 2021. Initially a letter was sent to the patients and this was followed up a week later by telephone contact. 35% of the cohort (42 patients) took up the offer for minor adaptations to be made to their home by the BCKLWN Handy Persons Service. Some of the work / equipment supplied included grab rails, half step provided, keysafe installed, lever taps fitted and raised toilet seat provided.

The next cohort of patients on the orthopaedic waiting list (those aged 60-70) are now being contacted. This is a further 126 patients in total.

Work is progressing to set up similar systems between QEH and Breckland as well as North Norfolk District councils. Data Sharing Agreements are currently being put in place to enable similar work to commence.

Pain Management

Norfolk and Waveney CCG has been running a number of projects aimed at providing ongoing support and assistance to vulnerable patients across Norfolk and Waveney.

The Trust is involved in the programme via the provision of advice and assistance to patients waiting for a first appointment with the QEH Pain Management Service.

Patients on the waiting list will be invited to complete an online questionnaire regarding their health status and indicate whether assistance is required. The questionnaire has been developed by the Pain Management Team and tailored to meet the specific needs of those patients awaiting an appointment with the Pain Management Service.

The CCG has recruited a small team of call handlers who can keep in contact with patients verbally if patients are unable to use online services and pass on alert information where appropriate.

Cambridgeshire and Peterborough CCG have been contacted to enable them to link into the work and the project will go live in quarter one 2021/22.