The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	6 July 2021	**Agenda item:**	15
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 Norfolk and Waveney ICS.
Summary of Key issues:	<u>Norfolk and Waveney Acute Hospitals Group Committees</u> The Board is asked to note that a meeting of the Norfolk and Waveney Hospitals Group Committees took place on 14 June 2021 with robust discussion around the further development of acute Provider Collaboration. One aligned Board paper has been collated for discussion including high-level principles and an indicative timetable for further key actions. This paper will be discussed in detail at the 6 July Private Board meeting alongside a draft comms and engagement plan.

	Place-Based Care The Board of Directors is asked to note that the Norfolk and Waveney Integrated Care System (ICS) engagement exercise on six potential place configurations has been completed and that the outcomes of the engagement exercise will be published in July 2021. The Board of Directors is asked to note that detailed work continues in relation to Place with collaborative work underway across the Norfolk and Waveney system and with wider system partners including Cambridgeshire and Peterborough and Lincolnshire in relation to the further development of Place based care with establishment of clear lines of communication with key stakeholders in all three areas. Norfolk and Waveney Clinical Strategy The Board of Directors is asked to note that work continues in relation to the development of the N&W Clinical Strategy.
Recommendation:	The Board of Directors is asked to discuss 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 – 14 June 2021

The Norfolk and Waveney Hospitals Group Committees met on 14 June 2021. Discussions took place around the outcomes of the 25 May 2021 Tri-Board meeting and the individual Trust Board positions in relation to acute Provider Collaboration.

One aligned Board paper has been collated for discussion including high-level principles and an indicative timetable for further key actions. This paper will be discussed in detail at the 6 July Private Board meeting alongside a draft communications and engagement plan.

Place Based Care

The Trust continues to focus on the development of Place Based Care with on-going dialogue within the Norfolk and Waveney system as well as Cambridgeshire and Peterborough and Lincolnshire.

Detailed work is underway to map all the current Place Based Care workstreams to ensure that the Trust is appropriately represented at all forums.

Work continues in relation to the following priority areas:

Norfolk and Waveney

- Health inequalities. This work is being co-ordinated via the Local Delivery Group and a detailed progress update will be brought to the Quality Committee in July 2021.

  Alongside this, detailed work has commenced internally to develop a clear plan for implementation of a 'Smoke Free site' as agreed in our Year two Strategic priorities (Strategic Objective 5.) This work is being done in collaboration with Public Health colleagues, Commissioner colleagues and using learning from pilot work which has been undertaken at JPUH.

- The West Norfolk Clinical Leadership Group are planning to meet again in July 2021.
- The development of a Community Diagnostic Hub. This work is being aligned with Cambridgeshire and Peterborough and Lincolnshire to ensure that one conversation is taking place for the benefit of our patients.
- The development of a Primary Care Hub – the Trust are proactively engaged with scoping this work, working collaboratively with primary care, community, and CCG partners.

  The CCG are exploring options to provide a new service hub facility to the south/southwest of the town centre. It is proposed that the facility would include:
  - A GP Practice.
  - Facilities for a wide range of Primary Care Network (PCN) services.
  - Dental Access facilities (To be confirmed by NHS England).
  - Dedicated space for outpatient, community, or mental health clinics.

    - Bookable space for training and education including public health.
    - The Trust are scoping the opportunities for delivery of Diabetes and Maternity services from the Hub which would align with our desire to move care closer to patients and release space on the QEH site.

- Collaborative development of Stroke / Musculoskeletal / Ophthalmology and Diabetes pathways of care.

Cambridgeshire and Peterborough

- Quarterly attendance has been agreed at the Cambridgeshire and Peterborough North Alliance Delivery Group.
- Fortnightly attendance has been agreed at the Cambridgeshire and Peterborough North Alliance Outpatients and Diagnostics Transformation workstreams to ensure that there is oversight and alignment of proposals in relation to delivery of pathways of care.

Lincolnshire

- A monthly meeting between the Trust's Director of Strategy and Director of Transformation and the Lincolnshire CCG Head of Transformation and Delivery (South locality) is in place to ensure that communication channels remain open.
- The Trust has a meeting planned for 8 July with the CCG and South locality PCN. The meeting will be attended by the Director of Strategy and the Medical Director.
- The Director of Strategy has a meeting planned with the Acute Provider Collaboration lead for Lincolnshire ICS in July 2021 to initiate conversations around the Lincolnshire ICS and their approach to Acute Provider Collaboration.

The Trust remains proactively involved in the Town Deal Board which has secured the maximum amount of available Town Deal Funding - £25 million. Work continues on the development of the required Town Deal project confirmation document.

Collaborative work continues on the School of Nursing on the College of West Anglia site, which is funded through the Town Deal Accelerated Fund. Contractors have been appointed and are currently constructing the modular building off site. They will move on to site in the next eight weeks with handover of the new building to take place in August 2021. Accreditation for the programme is expected from the Nursing and Midwifery Council in September 2021 with the timescale for the School of Nursing being operational and welcoming students from early 2022.

Norfolk and Waveney Clinical Strategy

The Norfolk and Waveney system clinical strategy is currently completing the second phase of a three phase process, overseen by a clinical steering group of the ICS Clinical Care and Transformation Group (CCTG). This phase will result in the system agreeing a set of mid to long term clinical objectives and priorities from which detailed plans can be drawn, ultimately resulting in a strategy document for the system (Phase 3).

Phase 2 has involved interviews with more than 50 NHS senior leaders, clinicians, managers and representatives from Norfolk County Council, the third sector and the public. The qualitative research was framed by drawing on pre-existing STP principles, objectives and priorities as described in previous strategies.

Emerging themes that will guide the development of the systems eventual strategy include:

- Being clear on where the system clinical strategy 'fits' within the wider system and how it supports the delivery of overarching ICS goals. While at the same time acknowledging the limitations of reach in terms of some of the wider determinants of health improvement, for example housing and education. The strategy will also describe how it overlaps with other key elements of the system such as the Joint Health and Wellbeing strategy, and the ICS's People Plan, Digital Health, and Estates strategies.

- The requirement to agree a small number of SMART clinical objectives that are widely accessible and can be understood by patients and people working on the front line.

- Building on relationships and structures that were accelerated by the pandemic such that we reduce organisational boundaries between commissioners and providers and between providers themselves – streamline and simplify decision making.

- Systematically improve the sharing of information both at patient level and situationally across the system.

- Bring mental health and physical health much closer together.

- Have an integrated approach to waiting times and the management of people who are waiting and deconditioning (physical and mental health).

- Focus on proactive healthcare to avoid of crisis (including prevention and health inequalities).

- Systematic use of population health management tools and infrastructure.

This significant piece of qualitative research will be underpinned by quantitative data gathered and refreshed from the first phase of the process. The final Norfolk and Waveney system clinical strategy is due for publication in September.