The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	4 October 2022	**Agenda item:**	15
Report Title:	Integrated Care System Update		
Author(s):	Carly West-Burnham - Director of Strategy and Integration		
Executive Sponsor:	Alice Webster - Acting Chief Executive Officer		

Implications

Link to key strategic objectives

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 the Hospital Management Board and the Finance and Activity Committee.	
Significant risk register	No significant risks aligned	
	Y/N	If Yes state impact/ implications and mitigation
Quality	Y	
Legal and regulatory	Y	
Financial	Y	

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 Integrated Care System.
Summary of Key issues:	<u>Norfolk and Waveney Hospitals Group Committees / Acute Provider Collaboration</u> The Board of Directors is asked to note that the Norfolk and Waveney Hospitals Group Committees (N&WHGC) met formally on 08 August and 12 September 2022. The key outcomes of the meetings are included within the N&WHGC Report in Common to the Trust Boards (shared under item 9f on the Public Board agenda.) <u>Integrated Care System</u> The Board of Directors is asked to note that the Trust is working closely with partners across the Norfolk and Waveney ICS to inform the

	delivery of the Norfolk and Waveney ICS as the underpinning governance structures develop. Acute provider representation has been confirmed for the Integrated Care Board (ICB) and all underpinning Committees. <u>Acute Clinical Strategy</u> The Board of Directors is asked to note the update as included within the body of the report. <u>Place Based Care</u> The Board of Directors is asked to note the update as included within the body of the report.
Recommendation:	The Board of Directors is asked to note the updates as included within the report.
Acronyms	BCF – Better Care Fund CTF – Community Transformation Fund HWP – Health and Wellbeing Partnership ICB – Integrated Care Board ICS – Integrated Care System N&WHGC – Norfolk and Waveney Hospitals Group Committees VCSE - Voluntary Community and Social Enterprise

Acute Clinical Strategy

The Board of Directors is asked to note the agreed focus on the development of an Acute Clinical Strategy between the QEH / NNUH and JPUH.

The purpose of the Acute Clinical Strategy programme is to support the delivery of the Norfolk and Waveney Hospitals Group's vision and aims. Additionally, the implementation of the ICS Clinical Strategy through the development of a joint Acute Clinical Strategy.

The Norfolk and Waveney system clinical strategy has been co-produced by a wide range of stakeholders and represents a consensus to the challenge of progressing effective integration within the NHS. In its current form, the strategy is a framework for transformation; the task for the system over the coming months and years is to translate this into a set of measurable actions. That task will be undertaken through the clinical strategies of the various provider and partner organisations across the ICP, including the NWHG, who, working in partnership with the ICB, are ideally placed to identify collaborative benefits for inclusion in the Acute Clinical Strategy.

In line with the Norfolk and Waveney Clinical Strategic Objectives, the development of a Strategic Framework for an Acute Clinical Strategy has been completed and was presented for final approval on 9 September 2022 at the Acute Clinical Strategy Oversight Group. This sets the high-level, 'top-down' framing and direction setting, from which 'bottom-up' solutions and ownership will be generated through meaningful engagement.

The strategic framework has been shared with the N&WHGC and is then due to go to Hospital Management Boards along with further details on the development plan, before wider circulation and engagement with system, place, and other external stakeholders.

Development of the full clinical strategy (Phase 2) is aimed to be completed by April 2023, with the following high-level milestones:

- Diagnose stage: by mid-Oct 2022
- Forecast stage: mid-Nov 2022
- Generate Options stage: end of Feb 2022

This will ultimately define which services are delivered where within the ICS and how the acute hospitals will work together to determine how best the services from within the acutes can be effectively designed and delivered around the needs of patients.

Work on the Diagnose and Forecast stages is now underway. As part of this, in collaboration with the ICB supported by fortnightly meetings with the ICB Medical Director. A 3-stage review process has been agreed to identify the specialties with the greatest potential to either move activity out of hospital, or redesign into fully integrated care pathways. The outputs of the first stage of this work have been

discussed with the Medical Directors at each Trust, the ICB Medical Director on 08 September and at the Acute Clinical Strategy Oversight Group meeting on 09 September with a clearly agreed way forward now in place

Central to the development of the Acute Clinical Strategy is alignment with the emerging thinking of the Integrated Care System. As the work around vertical integration and delivery of pathways of care progresses, the development of the Strategy will involve robust engagement with community and primary care colleagues.

Place Based Care

Work continues at a local level in relation to the development of Place Based Care. A robust discussion around the organisation's strategic commitment to the delivery of Place Based Care and delivery of a co-ordinated action plan in relation to Health Inequalities took place with the Board of Directors on 06 September with reconfirmation that this is a clear priority area for the Trust working in collaboration with all local Partners.

The first meeting of the West Norfolk Place Board took place on 09 August 2022 with agreement of the underpinning governance and high-level priority areas for delivery.

Work is underway in collaboration with the West Health and Wellbeing Partnership to develop one aligned plan for delivery within this key area with a clear focus on:

ICS Goal 1 – Make sure that people can live as health a life as possible

Tackling Health Inequalities

- With a focus on Cost-of-Living issues / focused support in deprived (Core20) neighbourhoods and underserved groups / Covid recovery

Urgent and Emergency Care

- With a focus on winter resilience and Integrated discharge and community support

ICS Goal 2 – Make sure that you only have to tell your story once

Community Insight and Engagement

- Embedding the Community Voices initiative to gather and respond to public insights
- Developing and connecting the West Voluntary Community and Social Enterprise network to key Groups including the Place Board and Health and Wellbeing Partnership

System Integration

- Robust planning for the Better Care Fund (BCF) and the Community Transformation Fund (CTF) promoting independence and prevention across health, social care, and housing sectors
- Population Health Management – ensuring a smarter use of data to improve care

ICS Goal 3 – Make Norfolk and Waveney the best place to work in health and care

Attract and retain a sustainable workforce

- Work experience 'offer' across health and social care
- Recruitment – developing collaborative approaches in attracting people to West Norfolk
- Anchor Institutions: leveraging the potential of NHS institutions to develop the local workforce particularly within the more deprived areas of West Norfolk

As previously shared with the Board of Directors and included within the organisational Place Based Care and Health Inequalities workplan, recognising the role of the Trust as an Anchor Institution within West Norfolk, the Trust continues to focus on specific deliverables at a Place level in line with the above priorities.

In addition, the Trust continues to engage with both Cambridgeshire and Peterborough ICS and Lincolnshire ICS with specific partnership projects underway focusing on improvements in care for our patients.