The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	5 October 2021	**Agenda item:**	17
Report Title:	ICS Update		
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Executive Sponsor:	Caroline Shaw, 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 the Senior Leadership Team and the Finance and Activity Committee.	
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 Hospitals Group Committees</u> The Board of Directors is asked to note that the N&WHGC met on 13 September 2021. Work continues to define the governance parameters which will be required as we move forward with a Group / Shared Leadership model. Detailed planning is underway in preparation for the forthcoming 13 October tri-Board meeting.

	The Board of Directors is asked to note that the first meeting of the Governor Forum took place on 20 September. The Forum will underpin the work of the N&WHGC and will ensure that all Governors are kept well-informed and up to date with the work of the N&WHGC. <u>Place configurations within Norfolk and Waveney</u> The interim ICS Partnership Board have confirmed the outcomes of the Norfolk and Waveney Integrated Care System (ICS) engagement exercise on potential Place configurations. It has been agreed that five local health and care alliances will be created based on current health localities alongside the establishment of local health and well-being partnerships. The Board of Directors is asked to note that the Trust will be fully engaged in the next stage of the work as this now moves forward. The Board of Directors is asked to note that work continues in relation to place-based care 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 a strategic framework for delivery in development with the N&WCCG / NCH&C and NSFT. <u>Acute Services Integration and ICS pathway development</u> The Board of Directors is asked to note the transformational work which continues in relation to Urology and Dermatology and the work which is underway across the ICS to align Musculoskeletal and Ophthalmology pathways of care. <u>Norfolk and Waveney Clinical Strategy</u> The Board of Director is asked to note that the end of September 2021 represents the conclusion of the wider engagement plan which is being undertaken to test the six aims of the Norfolk and Waveney system Clinical Strategy. The first objective of the further engagement plan has been to seek thoughts and commentary from a wide cross-section to test, refine and improve the clinical objectives and to test the language on people who are less steeped in discussions. The second objective of widening engagement has been to ensure the wider involvement, ownership of and ultimately support for the system clinical strategy. The Norfolk and Waveney Clinical Strategy is due to be completed in Quarter 4 2021/22 with publication planned for April 2022. <u>Primary Care Hub</u> The Board of Directors is asked to note that the Trust continues to proactively engage with the system wide work in relation to development of a Primary Care Hub within Kings Lynn with the

	Diabetes and Maternity teams involved in the development of the required business case. Further engagement work is underway to ensure that there is robust organisational oversight and understanding of the project prior to a planned options appraisal in late September. The timescales for completion of the business case are early 2022. <u>Community Diagnostic Hub</u> The Board of Directors is asked to note that work continues in relation to the development of a Norfolk and Waveney Community Diagnostic Hub and a Cambridgeshire and Peterborough Community Diagnostic Hub.
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 RSP – Recovery Support Programme SOF – System Oversight Framework

Norfolk and Waveney Hospitals Group Committees

The Board of Directors is asked to note that the N&WHGC met on 13 September 2021, following the cancellation of the August meeting.

Work continues to define the governance parameters and structures which will be required as we move fromward with a Group / Shared Leadership model with acute Provider Collaboration in Norfolk and Waveney. Learning is being taken from other systems who have already implemented closer collaborative ways of working to ensure that we are fully sighted on how best to move forward at pace. The Trusts will be undertaking work to strengthen the role of the Norfolk and Waveney Hospitals Group Committees to ensure that the Committee is taking appropriate decisions to drive forward key programmes of delivery.

The Board is asked to note that the first of the Governor Forum meetings took place on 20 September 2021 and one aligned update will be presented to the three Council of Governors meetings at QEH / NNUH and JPUH in October.

A tri-Board meeting between QEH, NNUH and JPUH is planned for 13 October 2021. The meeting will be used as an opportunity to finalise the vision, aims and objectives for acute Provider Collaboration within Norfolk and Waveney alongside the high-level workplan and a preferred governance model.

Acute Services Integration

Urology

The Board of Directors is asked to note that the Trust is fully engaged in the transformation phase of Urology services. Work is underway with the development of a detailed document which sets out how the Programme will carry out the next phase of work of service redesign and engagement.

The work is being undertaken in the context of the wider system development of the ICS Workforce Strategy and the Norfolk & Waveney Clinical Strategy.

Dermatology

An Acute Dermatology Collaborative Development Group has been established with clinical and operational membership from the QEH, NNUH, JPUH to drive forward development of the Norfolk & Waveney Acute Dermatology Service Development Plan.

This work is aligned with wider system work which is focusing on development of pathways of care within primary and community care.

Policy Convergence and Alignment

Significant work continues on the convergence of policies and procedures between the QEH / NNUH and JPUH with the finalisation of an aligned Consent policy to be completed in September 2021. An aligned Mandatory Training policy will be completed in October 2021 and system wide work including all key stakeholders (acute and community) will commence in relation to alignment of Infection Prevention and Control policies.

ICS wide pathway development

The Board of Directors is asked to note that the system wide work on the Musculoskeletal and Ophthalmology pathways of care continue with full Trust engagement.

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, supported by the development of a clear strategic framework for delivery in partnership with Norfolk and Waveney CCG, NCH&C and NSFT.

The strategic framework will support delivery of agreed priorities including:

- A focus on delivery of a sustainable workforce model
- A focus on delivery of agreed national and regional priorities including Urgent and Emergency Care and Elective Recovery
- Development of a Community Diagnostic Hub
- Development of a Primary Care Hub
- Strong engagement with the Town Deal Board
- Collaborative delivery of the School of Nursing in partnership with the College of West Anglia
- Focus on delivery of local health inequalities priorities in partnership with Local Delivery Group stakeholders

Alongside this work, attendance at key Cambridgeshire and Peterborough and Lincolnshire delivery meetings continues to ensure oversight and alignment of pathways of care.

Primary Care Hub

The Board of Directors is asked to note that the Trust continues to proactively engage with the system wide work in relation to development of a Primary Care Hub with the Diabetes and Maternity teams involved in the development of the required business case. Further engagement work is underway in early September to ensure that there is robust organisational oversight and understanding of the project prior to a planned options appraisal in late September. The timescales for completion of the business case are early 2022.

Community Diagnostic Hub

The Board of Directors is asked to note that work continues in relation to the development of a Norfolk and Waveney Community Diagnostic Hub. Under the remit of the ICS Diagnostics Board, work is underway in relation to the development of a Norfolk and Waveney 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.