The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	7 April 2021	**Agenda item:**	16
Report Title:	STP 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:	Chief Executive's Leadership Team Senior Leadership Team Board of Directors (in Private)

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 STP.
Summary of Key issues:	<u>Norfolk and Waveney Acute Hospitals Group Committees</u> • The Board of Directors is asked to note the update from the meeting of the Norfolk and Waveney Acute Hospitals Group Committees will took place on the 8 March 2021. • Detailed conversations continue around the development of Provider Collaboratives, with further discussions planned to take place at the 12 April 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 and development of clear linkages with the Cambridgeshire and Peterborough and South Lincolnshire systems. <u>Hospital Services Strategy</u> • The Board of Directors is asked to note the progress which continues in relation to delivery of the agreed Hospital Services Strategy Programme of work and to note that the programme will now report directly into the Norfolk and Waveney Hospitals Group Committees as the main route of delivery for integration of acute pathways of care.
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

James Paget University Hospitals, Norfolk and Norwich University Hospitals and Queen Elizabeth Hospital King's Lynn together provide a wide range of services to a population of more than one million people. Since September 2020 the three Trusts have worked together as part of the Norfolk & Waveney Hospitals Group Committees, with the Terms of Reference last presented to the Board in public in December 2020. There have been no amendments made since that time. Due to the challenges of the COVID-19 pandemic meetings have not taken place since November. These have now been reinstated.

Late in 2020 the national consultation on integrating care was published, with the Trust submitting its views following debate at the Board. The White Paper has been published with further guidance expected prior to new legislation being passed. The Committees are considering the detail and how this will shape the work of the acute trusts and development of Provider Collaboratives in the coming weeks and months as part of the wider Integrated Care System. This will be considered further at the monthly meetings with a focus on making a difference for our patients and improving outcomes for local people.

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 in 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. neighbour-

hood/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

As previously updated, the Trust continues to work with local Partners on specific Place Based Care projects.

Protect Now – Falls Prevention project

The Trust is trialling a collaborative project with the Borough Council of Kings Lynn & West Norfolk and NHS Norfolk & Waveney CCG. The aim of the project is to link older patients on our waiting list, waiting for a hip or knee replacement, with the Council managed Handy Person Scheme.

Work went live with the project at the beginning January 2021, with batches of letters sent out and follow up calls made to patients. The cohort targeted initially were patients above the age of 70, who had been waiting some time for either a hip or a knee replacement.

The uptake of the offer of work by the Handy Persons Scheme is currently at 43% which illustrates that unmet need is being addressed as well as awareness of the service being raised.

The falls prevention work has been shared with colleagues from other districts at a county meeting and Great Yarmouth Borough Council are planning a similar approach with James Paget Hospital.

In West Norfolk, the scheme is now being extended to include patients between the ages of 60-70 years old, awaiting hip and knee replacements.

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. The project will go live in Quarter 1 2021.

Wider System Partners

The Chair, Chief Executive and Director of Strategy have had positive discussions with the Chairs and Accountable Officers of both Cambridgeshire and Peterborough CCG and Lincolnshire CCG with agreed next steps to ensure clear lines of engagement within the development of Place Based Care for both areas.

Hospital Services Strategy

In acknowledging the need to increasingly collaborate, integrate and align, the Hospital Services Strategy was established to address a number of shared challenges across the three acute Trusts within Norfolk and Waveney.

The purpose of the Hospital Services Strategy was to:

Improve the quality of care for people living across Norfolk and Waveney through:

- Reducing the variation in quality of and access to care.
- Providing care as locally as possible, only centralising where necessary.
- Creating sustainable services by making the best use of our collective workforce, buildings and money.
- Making sure that our staff have equal access to career development opportunities and training.

The commitment we made was to:

- Work together as one hospital system to achieve this, taking joint responsibility for addressing the challenges we face and improving care.
- Recognise that this work isn't just about the care people receive in our hospitals, so we must and will work in partnership with primary care, social services, community healthcare, mental health services and the voluntary sector

The agreed aim of the Hospital Services Strategy is:

"Working with partners and patients to develop an ambitious hospital clinical strategy to ensure services are sustainable, accessible and provide the best possible care for people across Norfolk & Waveney".

In line with the development of the underpinning Integrated Care System (ICS) governance structures, it has been agreed that the Hospital Services Strategy Programme Board will report directly into the Norfolk and Waveney Hospitals Group Committees and will be the route for delivery of work aligned with integration of services across the three Trusts.

Under the remit of the Hospital Services Strategy Programme Board, work continues in relation to the integration and transformation of pathways of care within ENT (NNUH / JPUH) and Urology (NNUH / JPUH and QEH).

Dermatology remains a high-priority specialty for cross system transformation and the following actions have been taken;

- Agreement on the 'Case for Change' to outline the high-level principles for a system solution in Dermatology and which has had input and agreement from the Dermatology Integration Group.
- The first Dermatology Accelerated Design Event (ADE) is being scheduled (5 May 2021). Primary Care, Community and Secondary Care will be invited to attend. The priority focus for the first event will be Referral pathways and will be supported by the National Outpatients Transformation Team.

Work continues in relation to Policy Convergence and Alignment with the development of an aligned Consent policy across all three Trusts expected to be completed by the end of April 2021. The policy has been collaboratively developed with clinical input. Work continues to develop an aligned Mandatory Training policy across the three Trusts with work expected to recommence in relation to alignment of Infection Prevention and Control policies in April 2021. At the request of the local clinical teams, work has also started to align Thromboprophylaxis policies across the three Trusts.