



Integrated Care System

Nottingham & Nottinghamshire

ICS Board Summary Briefing – September 2019

Please find below the Nottingham and Nottinghamshire Integrated Care System (ICS) update following the ICS Board on 12th September. Please ensure this is cascaded to Governing Boards/Bodies, Management Teams and other key stakeholders and teams across your respective organisations. Minutes from the ICS Board held on 8th August 2019 will shortly be published on the system's website – <https://healthandcarenotts.co.uk/about-us/ics-board/>

Introduction

The Chair of the ICS, David Pearson, welcomed a number of citizens and staff from across the system to the Board meeting – reminding colleagues that the meeting was held in public and all the papers for the meeting are available at <https://healthandcarenotts.co.uk/about-us/ics-board/>. Patients, citizens and staff from organisations across the system are always welcome to the Board to hear the discussions.

Patient Story – Muscular-Skeletal Care

The Board commenced its discussions with a presentation from CCG and Provider colleagues on the transformation of the care of muscular-skeletal issues. With a stronger focus on outcomes and through 'Shared Decision Making' which enables patients to describe what they want their care to look like, in partnership with clinical experts, a new way of delivering care for MSK issues has been developed in Mid Notts. This prioritisation of upstream prevention and personalisation has enabled a 30% reduction in referral to surgery and ensured that costs within the system have not grown. Patients have reported significantly improved experience of their care which is also stronger than the national average.

The Board welcomed the presentation and thanked the team for their hard work. The Board also asked to be kept up to date if there were challenges in rolling this model out further across the rest of the ICS geography.

ICS Outcomes Framework

Following on from the discussion at the July Board, the ICS's Director of Strategy presented an update on the ICS's Outcomes Framework. In simple terms, the Outcomes Framework sets out what difference will the ICS make to the citizens, patients and staff of Nottingham and Nottinghamshire in the future. Work to develop the final version of the Outcomes Framework is progressing well and will be an important supporting tool for the implementation of the local five year strategy.

ICS Five Year Plan Update – Development, Engagement and Launch

The ICS's Finance Director updated the Board on the progress to producing the system's local strategy which is on track for the national deadlines in September and November. The Board welcomed the progress to date and looked forward to the development session on Monday where more detailed discussion could take place. The Board also noted the first feedback

session with NHSE/I Regional colleagues is scheduled for 10th October and that an additional ICS Board meeting has been scheduled for 14th November to sign off the final plan.

The ICS's Director of Communications and Engagement summarised the extensive engagement that has been undertaken since March to ensure that the local plan is aligned with the preferences and expectations of the population that we serve. The detailed outputs from this engagement have now been published on the ICS's website at <https://healthandcarenotts.co.uk/get-involved/surveys-and-consultations/>. The Board also received and approved the approach to launch activities for the system plan when published in November including a focus on enabling staff to understand how they can contribute to the work of the system.

People and Culture Strategy Update

Lyn Bacon, Chief Executive of Nottingham CityCare and also the ICS's lead on Workforce shared a wide-ranging update on the delivery to date of the system's People and Culture Strategy. Significant progress has been made on the five pillars of the plan with strong examples of delivery in key areas of challenge including Primary Care workforce and developing multi-disciplinary teams. The Board also agreed a number of Organisational Development activities going forward including two further workforce conferences in 2019 and 2020 and a leadership development programme for 50 leaders from across the system. The full People and Culture Strategy can be found at: <https://healthandcarenotts.co.uk/our-plans-and-priorities/>.

System Analytics

Following the discussion at the July Board, the ICS's Director of Strategy shared the progress on establishing a strategy for Data, Analytics, Intelligence and Digital Technology. Since July significant progress has been made in developing the strategy including holding five workshops with system leaders to understand what the strategy would need to address in order to be successful. The Board discussed this and agreed the timetable for the production of the final strategy as well as the project's governance arrangements.

Primary Care Networks

Further to the information shared at the June Board, Dr Gavin Lunn, Clinical Chair of Mansfield and Ashfield CCG updated on the developing work of the Primary Care Networks. Primary Care Networks are one of the main ways in which integrated care will be delivered in neighbourhoods across the ICS and will consist of clinical, social care and local authority professionals working together to improve health outcomes at a local level. In due course, therefore, teams consisting of GPs, pharmacists, social prescribing link workers, housing support officers, mental health practitioners, occupational therapists and others will be set up, serving agreed neighbourhood populations. All the PCNs in Nottingham and Nottinghamshire are now functional, all with appointed Clinical Directors and some with Deputy Directors too. The Board noted the significant work that has already been delivered to create a support and development programme for the PCNs and their Clinical Directors and welcomed the upcoming plans to progress this even further, with the support of investment from NHSE/I into the ICS.

Urgent and Emergency Care – Deep Dive and Drivers of Demand

Amanda Sullivan, Accountable Officer of the Nottingham and Nottinghamshire CCGs and Andy Haynes, Medical Director for the ICS presented two papers exploring the reasons behind the challenging performance in the system's Urgent and Emergency Care provision. When measured against the headline target of 95% of people being seen and treated in A&E within four hours, both of the main hospital trusts in the system do not meet this target: in 2018/19, SFH average performance was 94.2% and NUH average performance was 77.9%. Demand for

UEC services is increasing significantly, both locally and nationally. This needs to be understood and addressed if the system is to be clinically and financially sustainable. The analysis presented has enabled a clearer understanding of the key areas for further investigation and work including how the relationship between community and primary care services support the delivery of the right standard of care.

Governance and Chair's Update

The Board considered and agreed a number of updates to the system's governance, including;

- The arrangements for the creation of a Greater Nottingham Transformation Board, to support the development of the two ICPs (Nottingham City and South Notts) in this area and to ensure a joined-up approach to issues and opportunities in this geography.
- Adding to the membership of the ICS Board the non-Executive Chair of the CityCare Board and Chairs of the Nottingham City and Nottinghamshire County Health and Wellbeing Boards.
- A new digital system for the sharing of Board papers
- The System Architecture Group be stood down.
- That ICS membership of the Rural Health Alliance be noted.

The Independent Chair of the ICS, David Pearson, also took the chance to thank Wendy Saviour, on the occasion of her final ICS Board meeting, for her leadership and guidance of the ICS over the last two years. The Board joined David in offering their thanks to Wendy for her hard work and wished her well for the future.

The Board meets again on 9th October.

David Pearson,
Independent Chair, Nottingham and Nottinghamshire ICS

Wendy Saviour,
Managing Director, Nottingham and Nottinghamshire ICS