

BOARD MEETING

Title	Buckinghamshire Place Report		
Paper Date:	8 May 2024	Board Meeting Date:	21 May 2024
Purpose:	Discussion	Agenda Item:	09
Author:	Nicola Newstone, Assistant Director – Partnership Development, Buckinghamshire	Exec Lead/ Senior Responsible Officer:	Matthew Tait, Chief Delivery Officer; Philippa Baker, Place Director, Buckinghamshire
Executive Summary			
<p>The BOB ICB Board received a Buckinghamshire Report in January 2024 setting out the health and care landscape in Buckinghamshire and an overview of the Buckinghamshire Executive Priorities in 2023/24.</p> <p>This report builds on the contextual setting of the January report and provides a summary of our operational achievements in 2023/24, prioritised through the Buckinghamshire Executive Partnership and/or BOB ICB.</p> <p>The report will then provides a summarised look forward to 2024/25 on the Buckinghamshire Executive Partnership priorities and other key areas of focus.</p>			
Action Required			
<p>The board are asked to:</p> <ul style="list-style-type: none"> Note the content of the report and in particular the progress made in key areas of operational performance in 2023/24 and the priority areas for 2024/25. 			
Conflicts of Interest:	Conflict noted: conflicted party can participate in discussion and decision		
Two of our partner members work within Buckinghamshire. This paper is not for decision and the perspective of these members will be valuable to the Board in understanding how the partnership is developing.			

**Buckinghamshire, Oxfordshire
and Berkshire West**
Integrated Care System

Buckinghamshire Report

BOB ICB Board

May 2024

Philippa Baker – ICB Place Director for Buckinghamshire



Executive Summary

The BOB ICB Board received a Buckinghamshire report in January 2024 which provided an overview of the health and care landscape in Buckinghamshire, the significant challenges being provided across our partner organisations and insight into the key priorities of the Buckinghamshire Executive Partnership in 2023/24.

This report builds on the contextual setting of the January report and provides a summary of our operational achievements in 2023/24 in key areas, prioritised through the Buckinghamshire Executive Partnership and/or BOB ICB.

The Report then provides a summarised look forward to 2024/25 on the Buckinghamshire Executive Partnership priorities and some of the key areas of focus in Buckinghamshire.

Section 1 – Summary of 2023/24 key operational performance achievements

- Primary Care
- Urgent Emergency Care including the Joining Up Care Programme
- Special Educational Needs and Disabilities (SEND)

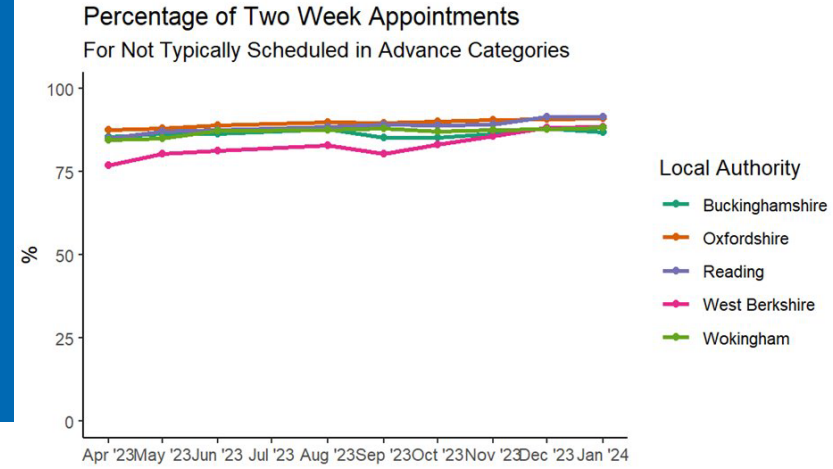
Section 2 – Look forward to 2024/25 and key priorities

- Buckinghamshire Executive Priorities 2024/25 and developing Integrated Neighbourhood Working
- Health Inequalities NHS Funding
- Other areas of focus

Section 1 – Summary of 2023/24 key operational performance achievements

Primary Care: Operational Summary of 2023/24

Despite significant demand and capacity challenges, GPs in Buckinghamshire have delivered performance in line with the national average and made progress on digital telephony and Additional Roles Reimbursement Scheme (ARRS) recruitment. The Pharmacy First Scheme has a high referral uptake in Buckinghamshire. The GP Provider Alliance (GPPA) are a key partner in decision making and have been cited as an exemplar in Primary Care leadership at a national level. The ICB has worked with partners to support progress on a range of operational issues, from discharge to ECG backlogs, to Locally Commissioned Services. Primary Care estates continues to be a significant priority for Buckinghamshire and work continues with partners on key developments following the recent HASC Rapid Review and in line with our Primary Care Strategy.



Plot: BOB ICB Primary Care. Data: NHSE

Access to general practice

- 84% of Buckinghamshire patients are seen within 2 weeks of contacting their GP practice.
- Buckinghamshire compares well with other areas and the national position of 84%.
- Primary Care Networks (PCNs) provided 115% of enhanced access hours required in January 2023

Digital

- All 47 practices are now on a digital telephony solution and have moved away from analogue; upgrades are in progress for 10 without call-back functionality

Workforce

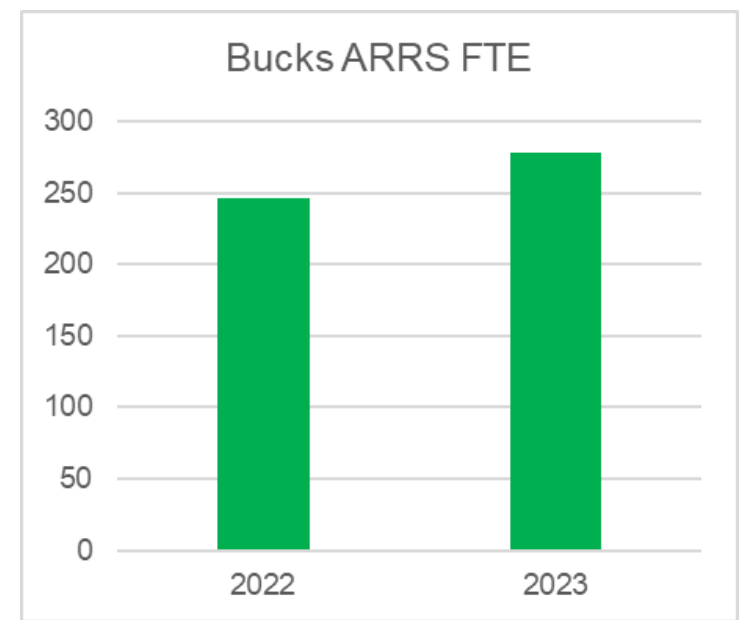
- There are 278 ARRS FTE roles in Buckinghamshire as of November 2023, an increase of 32 FTE from 247 ARRS FTE roles 2022

Quality

- Buckinghamshire has 45 practices with a CQC rating of 'Good' and 2 with a CQC rating of 'Outstanding'

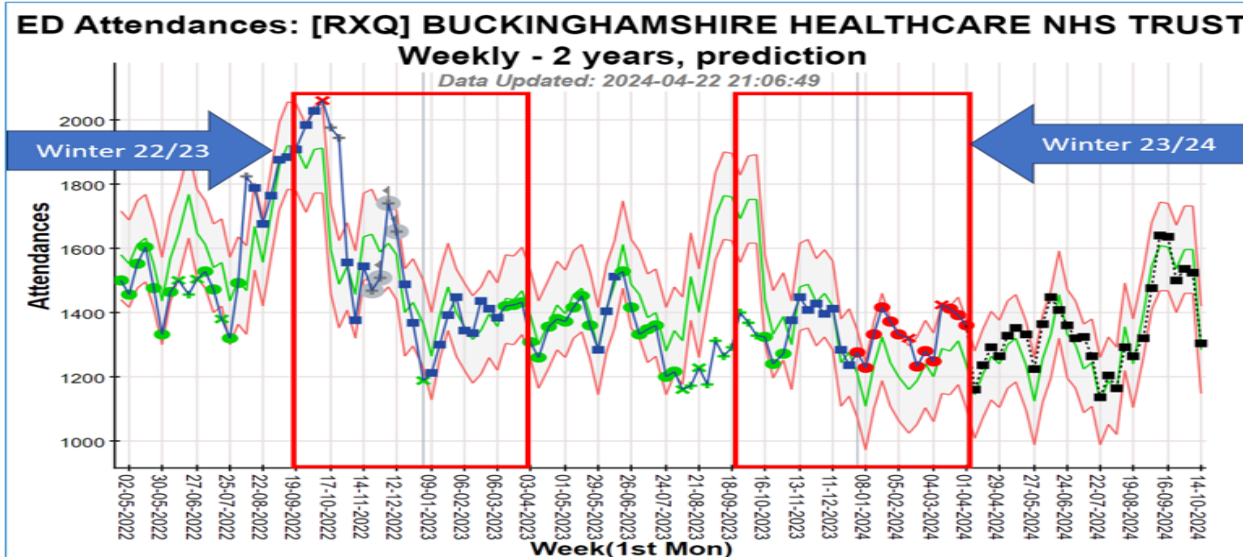
Pharmacy

- 99% pharmacy sign-up across BOB to the Pharmacy First scheme



Urgent and Emergency Care (UEC): Operational Summary of 2023/24

UEC has continued to be a core focus in Buckinghamshire. During 2023/24 Buckinghamshire UEC System Partners implemented and enhanced a number of initiatives to improve our UEC services. These are having a demonstrable impact on performance.



- **Redirection initiatives** have played a key role in reducing the number of Type1 attendances across 2023/24 compared to the previous year.
- The **redesign of the Emergency Department at Stoke Mandeville hospital**, along with the opening of the **24/7 Urgent Treatment Centre (UTC)** pathway and the **expansion of Same Day Emergency Care** capacity have been notably impactful.
- Opening of a new **Paediatric Emergency Department**
- The Continuation of **Primary Care Clinical Assessment Service** taking 120 primary care dispositions from 111 into a central triage Clinical Assessment Service, diverting over 60% of calls away from Primary Care



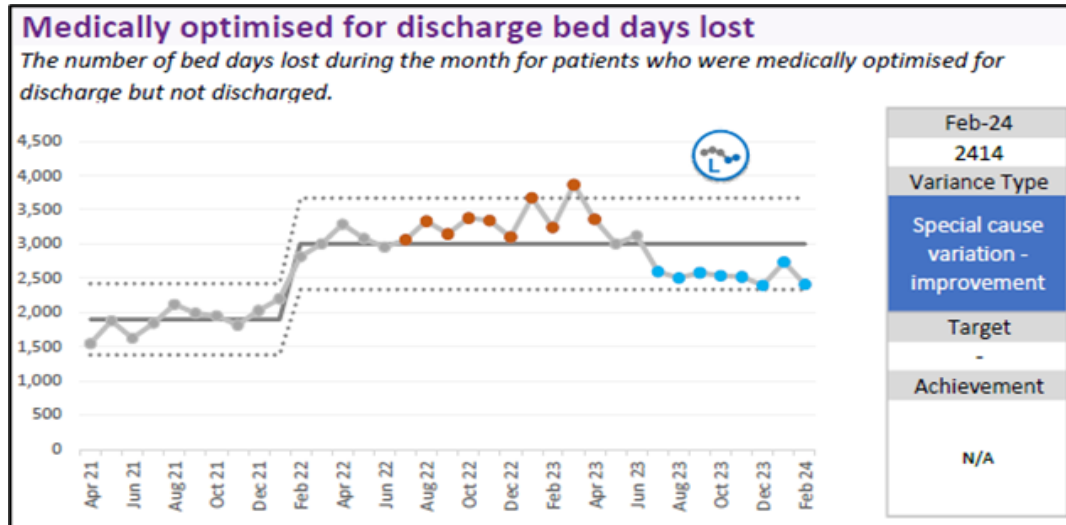
SCAS Activity – Consultant Connect Monthly Call Volumes

- Top 3 Specialties referred to by SCAS (call volume)**
- Frailty Line**
 - 236 Calls March 23 to March 24
 - 20% increase in call volume
 - Medical SDEC**
 - 86 calls per month (average)
 - 10% patients treated out of hospital
 - 34% navigated to other clinics or outpatients
 - Urgent Community Response**
 - 749 calls answered in last 12 months
 - 99% connection rate
 - 27% of calls avoided an admission

- South Central Ambulance Service (SCAS) have engaged with system partners to support the **redirection of service users to non-Emergency Department pathways.**
- **Extension of the Consultant Connect** Pathways has supported SCAS clinicians at the scene to connect to alternative pathways quickly.
- This has supported more service users being treated by out of hospital teams or by Same Day Emergency Care (SDEC) services which in turn avoids unnecessary admission to hospital. This includes the **expansion of Urgent Community Response and Hospital at Home.**

UEC: Joining Up Care Operational Summary of 2023/24

The transformation of the Buckinghamshire Discharge Pathway has been one of the Buckinghamshire Executive Priorities in 2023/24. During 2023/24 improved performance and cost efficiencies were achieved



Metric (In Buckinghamshire Healthcare Trust)	Dec 2022	Dec 2023	Improvement Value
No of Medically Optimised for Discharge (MOFD) patients	99	60	39.4%
No of MOFD bed days lost	3,017	2,339	22.4%
Chartridge Ward Length of Stay	23	19	17.3%
No of admissions to Chartridge Ward	30	48	37.5%
No of discharges from Chartridge Ward	26	43	39.5%
% of General & Acute beds occupied across BHT	111.1%	100.4%	9.6%
No of patients within escalation areas.	246	55	77.6%

- Discharge and Flow at Buckinghamshire Healthcare NHS Trust (BHT) has improved significantly following the implementation of the Integrated Discharge Team model and the operational deployment of the Transfer Of Care Hub (TOCH).
- The numbers of medically optimised patients and the associated bed days lost to their delay in discharge has reduced significantly, with the TOCH supporting a quicker turnaround of patients onto discharge pathways.
- Additional therapy, pharmacy and focus on flow have achieved an improved model of care on Chartridge Ward enabling an **increase in admissions and discharges**, adding significant flow to the Buckinghamshire system.
- **With the support of General Practice 20 hub beds across 4 care homes have been opened in 2023/24 to support discharge.** Nearly 100 patients were admitted and discharged through these beds, supported by a cross partner multi-disciplinary team.
- In 2022/23 the spend on the Buckinghamshire Discharge programme was £16.6 million which (at December 2023) had reduced to a forecast spend for 2023/24 of £11 million.

SEND: 2023/24 Operational Summary

Investment in capacity, transformation and the recommissioning of the Integrated Therapies Contract in 2023/24 has seen some stabilisation and reduction in overall waiting lists for children and young people, though lengthy waiting times for neurodevelopmental assessment persist.

Community Paediatrics

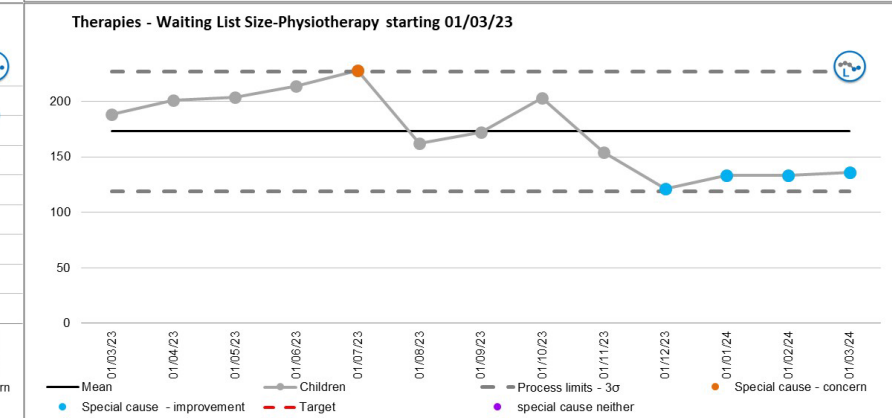
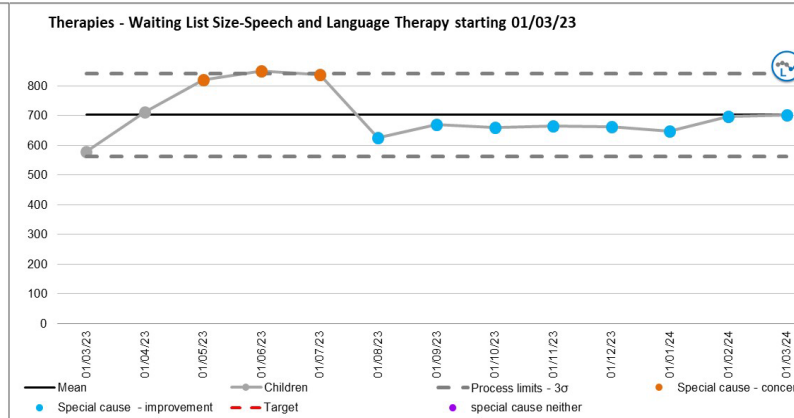
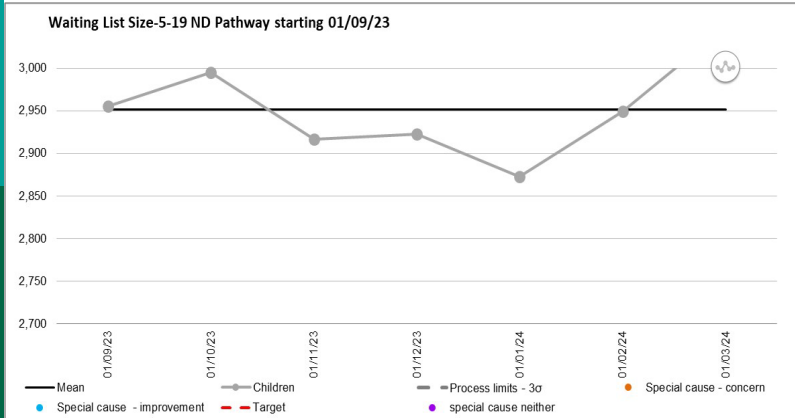
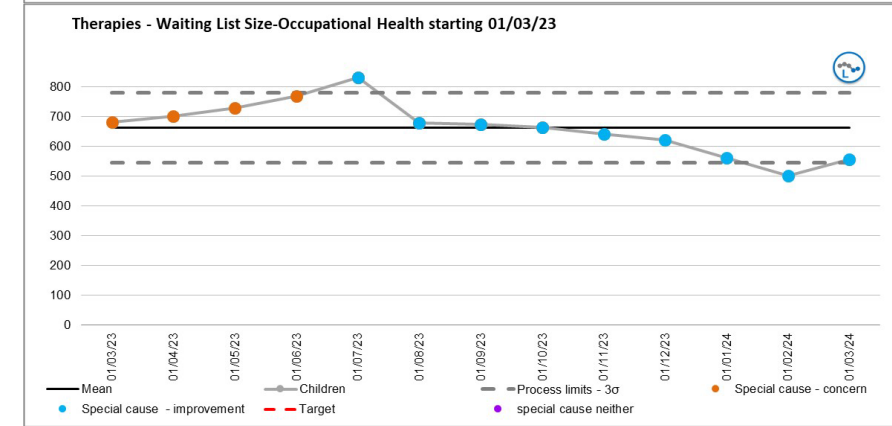
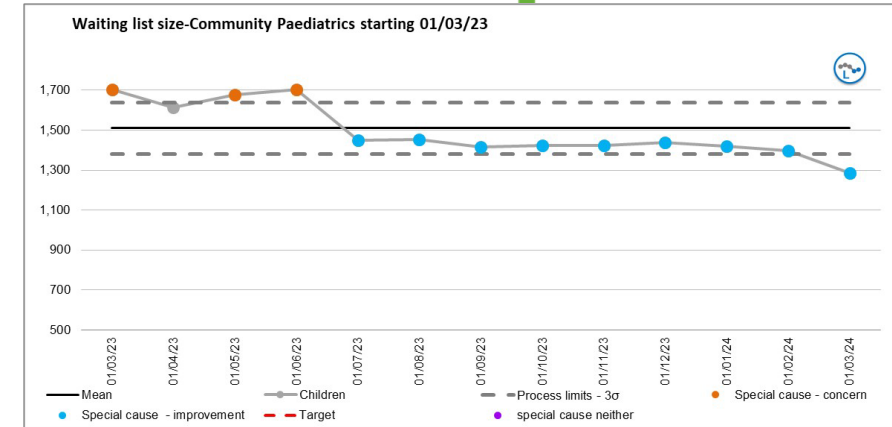
- Waiting list stabilised following implementation of multi-disciplinary team (MDT) clinic
- Waiting list starting to reduce following the implementation of a second MDT clinic in February 2024
- The Community Paediatrics Service is now regularly providing health advice to Education Health Care Plans within the statutory 6 week timescale. All requests over the last 6 months have received a response within 6 weeks

Integrated Therapies

- Waiting lists for Occupational Therapy and Physiotherapy reduced over 2023/24
- Speech and Language Therapy waiting list looks to have stabilised over 2023/24

5-19 years Neurodevelopmental Assessment

- Reporting challenges over the start of the year mean that accurate waiting list data is only available from September 2023 onwards. Little meaningful analysis is possible on trends across 2023/24.



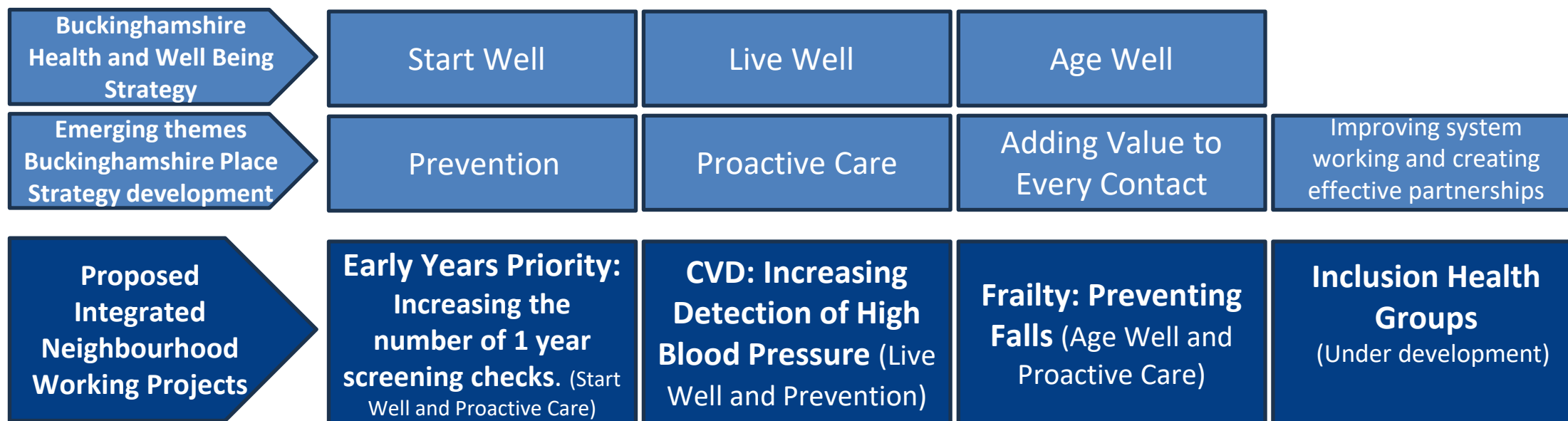
Buckinghamshire Executive Partnership Priorities 2024/25

The Buckinghamshire Executive Partnership (BEP) has agreed that as a place we should build on the progress made in 2023/24, with the place priorities of Joining Up Care, SEND and Health Inequalities continuing into 2024/25.

Underpinning our approach in Buckinghamshire will be the ambition of greater **integrated neighbourhood working**. This ambition will be developed, tested and progressed through integrated neighbourhood projects in Early Years, Cardiovascular disease (CVD), Frailty and Inclusion Health. Testing the concept of integrated neighbourhood working through delivery.

Health, Care, Academic and Voluntary Sector partners are working together to design and deliver these projects, focusing on a new integrated way of working.

The Integrated neighbourhood working projects align to and will be designed to support the delivery of both the System Goals and Objectives and Place Strategic Priorities as set out below.



NHS Health Inequalities Funding in 2024/25

NHS Health Inequalities Funding Projects initiated in Buckinghamshire in 2023/24:

Achieved in 2023/24	Next Steps in 2024/25
Completion of initial insight project to understand needs and interests of key population groups who experience higher maternal risk factors to improve preconception health.	In 2024/25 insights to be used to design and deliver integrated service plans to improve pre-conception health.
Nurse-Led Outreach Serious Mental Illness Health Check team recruited to and outreach initiated with 2 PCNs.	In 2024/25 system wide approach to be developed informed by population health management analysis and outreach team to engage with all PCNs.
Design of pre-habilitation pilot to support people from the most deprived communities in 2 PCNs who are identified as likely to benefit from early intervention whilst awaiting surgery. 54% of BHT staff have completed 'Very Brief Advice' smoking cessation training.	In 2024/25 the pre-habilitation programme will be fully implemented, with 2 Health Coaches in place to improve access, experience and outcomes

In 2024/25 Buckinghamshire partners have committed to developing our infrastructure to enable engagement with Buckinghamshire communities and support sustainability in our approach to tackling health inequalities. This will be done through the following key projects:

Set up a **Deep End Network** to support GPs in our most deprived communities.

Set up 3 **Communities of Practice** for frontline works in Opportunities Bucks areas.

Develop **Community Research capacity** to support community and partner requested research.

Support the training of 60 **Health Coaches** to making every contact count across services.

Implementation of the **Joy App** across Buckinghamshire to improve referrals into preventative services.

Other areas of strategic focus for 2023/24

System Financial Recovery

Supporting the continued focus on system turnaround, working with partners to ensure best use of resources in Buckinghamshire, and that we have the right governance and assurance processes in place for oversight of delivery and spending.

Joint Commissioning Review

Implementing our review of our Joint Commissioning arrangements to ensure these are aligned with wider developments, maximising the benefits of an integrated approach, and making best use of our resources.

Operating model development

Engaging with partners and further developing the ambition and vision for place in line with the wider change programme.