



Board Briefing: 27 September 2022

Board Papers are available [here](#).

1. Introduction from the Chair

The Chair advised that James Kent, the Chief Executive (CE), had accepted an opportunity to work in a national NHS role and was leaving the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB). Chief Medical Office, Rachael de Caux will be acting Chief Executive.

2. Chief Executive and Directors Report

Key points raised from the [report](#) include:

- The NHS remains under pressure at a national and local level given the challenge to recover services after the pandemic, deal with the pressure on the urgent and emergency pathways (UEC), the continuing impact of COVID and the wider economic environment. However, the system has made significant progress in reducing some of the longest elective waits in the first quarter including all 104 week waits (apart from a small number of very complex cases) and significantly reducing those patients waiting over 78 weeks.
- At the beginning of August there was a ransomware attack on Advanced Health and Care resulting in national outage of IT systems provided by them. Advanced provides several IT systems to the NHS, including Aadastra, Carenotes and eFinancials, which affected SCAS, NHS 111, Out of Hours, UEC pathways and, in the case of Oxford Health inability to access electronic patient care records across both community and mental health services. All affected providers initiated their business continuity plans and recovery work underway as providers are reconnected to their systems.
- As part of the preparations for winter the system has completed a detailed NHSE assessment framework (which is a checklist of actions and interventions across all key urgent and emergency pathways). This has been submitted to NHSE. In addition to Place plans the ICB is developing a system-wide winter plan which will incorporate plans to expand capacity to support admission avoidance and manage bed occupancy.
- Following a Care Quality Committee (CQC) inspection undertaken in April/May 2022 (report published 25 August 2022), the South Central Ambulance NHS Foundation Service (SCAS) received an inadequate rating for the Safe and Well Led domains, which has led to an overall rating of Inadequate. In addition, the trust was issued with a Section 29a Warning Notice in May that required them to undertake immediate essential actions to improve safety by 31 October 2022. SCAS has made good progress in addressing the immediate safety actions and they have provided assurance to the ICB that the trust will deliver the required changes by the 31 October deadline.
- There was a successful transition of staff from the three Clinical Commissioning Groups to the ICB on 1 July. Staff transferred into the ICB Executive Team directorate structure and there have been several checks and communications to confirm their safe transition.
- Staff from across the new ICB are working together on Project Simul (meaning together) to support the ICB's change process and enable the ICB to design and build the new organisational structures. Work is also being undertaken with staff across the ICB to develop the values and behaviours for the organisation.

3. Operational Planning Performance review, Quarter 1

Like many areas across England, the BOB system is challenged, given the operational environmental and post pandemic challenges, and performance is not at the level wanted for the population across Buckinghamshire, Oxfordshire & Berkshire West.

Nationally the NHS has had a challenging period with increased demand for UEC services – the focus in BOB has been to develop winter resilience plans for the local NHS. Within planned / elective care all waits of over 104 weeks have been treated except for a small number of complex cases and substantial progress has been made on reducing 78-week waits across BOB. Cancer performance remains a key challenge for the ICB with the highest proportion of patients waiting over 62 days for treatment in the Southeast region.

4. Finance Report

The BOB Integrated Care System's (ICS) overall financial position shows an excess of expenditure over income of £12.7m for the first three months of 2022/23. This includes the first 3 months of the year CCG positions plus trusts prior to the ICB formation.

The BOB ICS Senior Leadership Finance Group (SLFG) is working on a cost reduction programme to identify and release £22m of savings. Some of these elements are being progressed but there is much work to be done. A meeting of system Chief Operating Officers and Chief Finance Officers has been arranged for the end of the month to finalise how to achieve these savings. The underlying position for the first three months of the year is not exceptional, but there is an urgent need to resolve the £22m unallocated spend. All NHS bodies are continuing to report a year end outcome in line with target at this stage.

5. ICP and Integrated Care Strategy

Agreement has been reached with local authority members on the proposed membership and working arrangements for the Integrated Care Partnership (ICP) and the establishment of the ICP as a Joint Committee of the BOB ICB and local authorities. The proposed membership includes the Chair of the ICB (as previously agreed by the Board) with the ICB Chief Executive in attendance.

Members have been sought from local NHS providers and wider partners. The ICP is required to develop and agree an Integrated Care Strategy. The ICB Interim Director of Strategic Delivery and Partnerships has worked with system partners to begin the development work required. This will be presented to the ICP when it meets for the first time at the end of October; then the ICP will oversee development of an initial strategy. The ICP is required to provide a copy of the strategy to the ICB, NHS England and Local Authorities within Buckinghamshire Oxfordshire Berkshire West (BOB). The ICB Board would receive the integrated care strategy early in 2023 and would be required to have regard to this when developing the Five Year Forward Plan. It will be shared with Health & Wellbeing Board and local communities for input and feedback. The draft terms of reference are available [here](#).

6. Approach to Five Year Forward Plan

As outlined above the ICB is required to prepare the joint forward plan covering the five-year period commencing 1 April 2023 and publish it by 31 March 2023. The plan will be updated annually and will incorporate NHS operational planning. It will cover key priorities and deliverables; workforce development; plan to reduce health inequalities, financial modelling, capital and estates planning and quality outcomes.

A high level plan for developing the joint forward plan is available [here](#). It will be shared with Health & Wellbeing Board and local communities for input and feedback.

7. Development of Place Based Partnerships

The BOB ICS has three strong and distinct Places, based on previous Clinical Commissioning Groups (CCGs) boundaries, coterminous with local authorities and broadly aligned to the catchment for district general hospital services.

Each Place has developed different collaborative partnership governance arrangements that we are looking to build on and strengthen. This includes the role of the Health and Wellbeing Boards in developing and owning the Place strategies (which will be core to the integrated care strategy) with oversight of delivery against these. With the abolition of the CCGs and the establishment of the ICB, these collaborative arrangements need to be developed to enable most services to continue to be delivered and managed at Place.

It was proposed and discussed that Place Based Partnerships will take on responsibility for operational oversight and strategic development in the following areas, seeking to incorporate pooled funding arrangements where appropriate: UEC and discharge from hospital; primary medical care and community services integration including prevention services; adult mental health, learning disabilities and autism and children and young people's mental health, learning disabilities and autism, special education needs (SEND and the neurodevelopmental pathway).

As a committee of the ICB Board, the PBPs will act in accordance with ICB policies (for example conflict of interest and approach to engagement and involvement of the public) and scheme of delegation. There will be a minimum expectation of core membership which will include Local Authorities (Chief Executive or nominated Director from each social care authority plus, for Oxfordshire, a nominated Chief Executive from the District/City councils); Director of Public Health; NHS Trusts (Chief Executive or nominated Director from each place-based Trust); Primary Care Networks (Clinical Director - one per sub-place 4 Buckinghamshire, 3 Oxfordshire, 3 Berkshire West); a Healthwatch representative; a ICB Place Director and an ICB finance lead. Work will progress over the coming months to set up the partnership boards now that the ICB Places Directors have joined the organisation.

8. Working with People and Communities Strategy

A high-level draft 'Working with People and Communities Strategy' was presented to the Board on 1 July 2022. A framework for engagement was presented outlining how the strategy will be delivered through a range of engagement activities, including by talking and listening to voluntary sector organisations, Healthwatch groups and Trust governors, and through feedback on a new engagement website.

The framework sets out how the ICB plan to put the high-level principles in the strategy into practice. The main elements of the framework include:

- An online consultation platform
- The use of our partners' channels to promote awareness and drive traffic toward the consultation platform
- A representative citizens' panel, which we will develop and use for feedback and comment via surveys and focus groups in the longer term
- The use of our partners' expertise and resources to reach and engage with specific groups and communities.

Further work will be undertaken to develop measures to evaluate the effectiveness of the framework, which will need to evolve as the place-based partnerships take shape and as we learn from our experience of engagement.

9. Next meeting

The next Board meeting in public is 15 November 2022.