

ICP Unified Executive Chair's Report – September 2021

Title:	ICP Unified Executive update
Programme / Project Sponsor (SRO):	Julian Emms, Chief Executive, Berkshire Healthcare NHS Foundation Trust
Author(s):	Caroline Tack, ICP Programme Director
Purpose:	<i>To brief Reading Health and Wellbeing board on key issues discussed at the Berkshire West ICP Unified Executive on 9th September 2021.</i>
Previously considered by:	N/A

The key points to note from the ICP Unified Executive on 9th September are as follows:

Place based delegation

A paper outlining the ongoing work to define place-based decision-making plans and prepare for successful implementation was discussed at length with the group. All members were supportive of the overall direction of travel but reiterated that the theory now needed to be translated into tangible examples in order to fully understand the implications for both organisations and patients. Local authority partners felt this was particularly important for their Elected Members. Given the maturity of the ICP in Berkshire West all members felt it was appropriate that plans for this area could be accelerated, particularly given some of the known system issues this could help resolve. All partners were asked to commit time and resource to the development of this work

Review of Urgent and Emergency Care strategy

The chair of the Urgent and Emergency care (UEC) board presented a paper on progress against the Berkshire West Urgent and Emergency Care Strategy. The Strategy remains a key strategic priority for the ICP. It was developed with input from all system partners based on the recommendations of a McKinsey "Urgent and Emergency Care Strategy and Bed Capacity Modelling Report" published in Jan 2019 which set out a high-level framework for a local Urgent and Emergency Care Strategy. Broadly the original goals of the strategy remain valid however what has changed is that demand for services has gone up significantly since 2019. Progress has been made on a handful of workstreams and within individual organisations, but integrated working has not. There are also a number of recommendations that haven't been progressed for example integrated hubs and the appointment of a UEC Director with the appropriate budget authority. It was highlighted that it might be useful to develop an implementation plan for the strategy so UEC can see clearly how the work is progressing and any blockers that need resolving. In conclusion it was agreed that a rapid piece of work was needed in the next few weeks with UEC board and wider Chief Executive colleagues to:

- a) review the current Improvement Opportunities and progress and decide whether we want to stop/continue/accelerate them (informed by the best view of the impact they had had) and
- b) discuss the outstanding McKinsey recommendations and indeed any other new proposals people had and decide whether to adopt them as part of an updated strategy.

This will be discussed again at the October meeting.

Rapid Community Discharge

A paper discussing funding the continuation of the RCD service to the end of Q4 was presented. All members were in agreement with the approach should it be needed. It is understood that further funding to support hospital discharge should be announced as part of H2, however it is unclear whether this will cover the full costs of running the service until March. It may therefore be necessary to re-visit the risk sharing approach outlined in the paper. A full business case for 2022/23 will be necessary to support ongoing investment in to the service. UE need oversight and assurance that that every pound spent on this service provides value for the system and patients.

Joint Commissioning

Local authority partners presented work completed to date focussing on:

- a) Nursing Bed Strategy
- b) Joint Health and Social Care Funding

The Unified Executive agreed to work being undertaken in relation to Nursing Care Services for higher need residents of Berkshire West over the next 15 years. Work has been undertaken to scope what is required to achieve the outcome of a strategy of need and delivery in Berkshire West. There is sign up to draw up a strategy that delivers in the longer term, however resource is required to achieve the outcome and due to other competing demands, it was acknowledged this could not be considered until early 2022.

The second area of work being undertaken is a Joint Funding Task and Finish Group to define criteria for NHS Funding where CHC is not applicable, but where healthcare needs are over and above those that can be met by universal NHS services and where potentially a joint package of health and social care should be agreed. The scope for this work has been agreed and a task and finish group established to take forward the work, led by the CCG. The timescale for this work is 31st December 2021. The initial work has commenced looking at areas of good practice nationally.

Next meeting

The focus for the October meeting will be:

- System Finances and Performance
- Flagship priority projects update
- MSK
- Urgent and Emergency Care strategy – next steps

Recommendation

BOB CCC to note feedback from ICP Unified Executive Group in September 2021.