

REPORT TO THE TRUST BOARD IN PUBLIC
25 November 2021

Title	Integrated Care and Commissioning Committee 10 November 2021 – Chair’s Report
Committee Chair	Richard Carr, Non-Executive Director and Chair of Integrated Care and Commissioning Committee
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Purpose of the report

To bring to the Board’s attention key issues and assurances discussed at the Integrated Care and Commissioning Committee meeting held on 10 November 2021.

Key messages

At its meeting on 10 November 2021, the Committee considered a range of items and wished to draw the Board’s attention to:

Anchor Institution Update

Suzanne Tang, Public Health Specialty Registrar, presented and the overview of the work the Trust is undertaking as an anchor organisation:

- The work contributes to the Trust’s new strategy and key strategic objective of improving the health of our local populations through our actions as an anchor as well as tackling the wider determinants of health
- The pandemic highlighted and exacerbated health inequalities, and the focus is now on building back anchor practices to support place-based approaches that create the foundation for healthy communities and improve population health
- There is an ambitious and wide-ranging programme of activity which includes both staff and service user involvement covering procurement, employment, sustainability, and land and estates
- Current work includes embedding social values into procurement; increasing the number of service users in meaningful employment, education and training; and creating a Green Plan which takes a systematic approach to reducing the Trust’s greenhouse gas emissions over the short and longer-term
- In discussion the Committee agreed it is essential to embed the Trust’s work on anchor institution as ‘business as usual’/core part of people’s roles, and the roles coproduction and QI; highlighted the importance of having a phased approach and the development of metrics; requested consideration is given as to how the Trust can leverage our wider role in the system.

Bedfordshire Care Alliance (BCA)

Alison Blair, Programme Manager a BCA, joined the meeting and co-presented with Richard Fradgley:

- The Trust is working with partners in the Bedfordshire Luton & Milton Keynes Integrated Care System (BLMK ICS) to implement the requirements of the Health and Care Bill and safely transition to the new Integrated Care Board (ICB) as from 1 April 2022
- BCA comprises ELFT, Bedfordshire Hospitals, Cambridgeshire community services and primary care and local authority partners, and is developing a provider collaborative, working across Bedford, Central Bedfordshire and Luton, and is a key building block of the new BLMK ICS
- BCA has developed a prospectus, outlining initial priorities and next steps, and is currently seeking comments and views on the prospectus from key stakeholders
- BLMK CCG and BCA partners have agreed to work towards establishing a committee of the new ICB covering the population of Bedfordshire and Luton, which will carry a delegation from the ICB including accountability for planning, finance, quality and performance of NHS services in Bedfordshire, and which will be constituted as the Bedfordshire Care Alliance

- Over recent years health and care partners have been working well together across Bedfordshire which has paid dividends, particularly in the response to the pandemic including, for example, work on frailty and complex care
- Desire is work collaboratively on service transformation at scale to maximise the outcomes for local people and to ensure there is a coherent service offer that addresses inequalities and provides consistency that is tailored to the needs of the local population.

NEL Provider Collaborative

Richard Fradgley presented an update building on the discussions held at the September Committee meeting and subsequent Board meetings:

- The Board has approved the decision support framework (key lines of enquiry) to aid the scrutiny of proposals for provider collaborative structures
- Shared purpose developed: *We will work with and for all the people of North East London to create meaningful improvements in health, wellbeing and equity* with a focus on improving quality and outcomes, secure greater equity, creating value and deepen collaboration
- Focus has also been on developing proposed ICB and ICP governance with place-based partnerships to scope potential form
- There is an appetite for closer collaboration between community and mental health providers across NEL
- ELFT and NELFT already work closely together through the North Central and East London CAMHS collaborative which has delivered improved quality and value by reducing the number of children and young people in tier 4 care; we have also increasingly managed our inpatient mental health and step-down capacity in common across NEL
- Currently considering potential options for the form of a mental health provider collaborative in NEL including delegation
- Scoping of potential community health provider collaborative underway.

Board Assurance Framework – Risks 1, 2 and 9

Risk 1: *If the Trust does not build and sustain the right organisational capability and capacity to support integrated care this may impact adversely on our ability to deliver our strategic objective to improve population health*

Risk 2: *If the Trust does not build and sustain effective partnerships with other health, care, voluntary sector and other key organisations, this may impact adversely on our ability to deliver the Trust strategy*

Risk 9: *If the Trust does not effectively manage its commissioning responsibilities and associated risks as a lead provider or lead commissioner, this will impact on the quality and experience of care for service users and patients*

- The Committee agreed no changes to the risk scores, and received assurance that appropriate controls are in place and operating effectively.
- The Committee agreed that further consideration to be given to the descriptions for the risks – particularly risks 2 and 3 – to ensure they appropriately reflect the challenges that come with geography and being in more than one ICS, and also if they reflect the Trust's role in a collaborative where it is not the lead commissioner and the potential impact this may have on service users.

Previous Minutes: The approved minutes of the Audit Committee meeting held on 8 September 2021 are available on request by Board Directors from the Director of Corporate Governance.