

REPORT TO THE TRUST BOARD IN PUBLIC
22 July 2021

Title	Integrated Care and Commissioning Committee 14 July 2021 – Chair’s Report
Committee Chair	Richard Carr, Non-Executive Director and Chair of Integrated Care and Commissioning Committee
Author	Cathy Lilley, Director of Corporate Governance

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 14 July 2021.

Issues to be brought to Board’s attention

The Committee considered a range of items including population health prioritisation framework, board assurance framework risks: improving population health outcomes (risks 1, 2 and 9), new models of care CAMHS, publication of the system design framework.

• **Population Health Prioritisation Framework:**

- Initial proposals around how to prioritise the population health and integrated care programmes of work across the Trust
- Proposals presented were a mix of existing prioritisation tools currently available but have tried to avoid a bureaucratic process
- Aim would be to ensure there is wide communication and adoption of the process including staff, Governors and service users
- Proposal to use two frameworks
 - o A broad organisational tool to allocate programmes into three domains: leadership, sponsor and watch
 - o A more specific tool to be used when there are a wide range of programmes to be considered/prioritised
- Committee agreed that the frameworks provide a good starting basis but that further consideration needs to be given to the ‘root’ decisions which the Trust may/will need to take specifically regarding key strategic issues. The questions in the prioritisation framework should also take consideration of enablers and cost effectiveness.

• **Board Assurance Framework – Risks 1, 2 and 9:** The Committee:

- Supported the revised wordings for risks 1 and 2, and also for the new risk 9 acknowledging that these will develop and may change over time
- Requested that consideration be given to the skillset required for system working as part of the succession planning review at the Appointments & Remuneration Committee
- Noted that prior to the pandemic integrated care competencies were being developed covering behaviours, skills and knowledge staff need to practice an in integrated way; these are currently being reviewed.

• **New Models of Care - North Central & East London CAMHS Provider Collaborative:** The Committee received a presentation on the CAMHS new models of care from Dorian Cole, Programme Director and Cathy Lavelle, Clinical Director:

- The role of the Trust in the collaborative is as the specialist commissioner
- The Trust is working in this system focusing on our values: there is a strong service user voice in the system; the collaborative is delivering value for money; and there is OD work is supporting the culture development across all trusts, particularly with clinical leads
- There is a focus on developing a relationship with providers that is positive and helpful

- Service users are involved in developing values for the collaborative, which have informed the objectives and range of KPIs that are being used as a contract measure reporting to NHS England
- The collaborative has established structures and processes to ensure services are working towards compliancy with quality standards
- Establishment of the collaborative services was during the pandemic
- Range of successes to date include reducing length of stay from 150 to 104 days in the first six months; out of London area places have reduced from 34 to 16; both against a backdrop of increasing demand
- There are also a range of challenges, some as a result of the pandemic, including clinical pressures for children with eating disorders – and the Trust is working with other organisations and providers including acute to develop an integrated care approach
- The Committee:
 - o Commended the significant progress of this collaborative, the inclusion of service users who are experts by experience, the solutions focused way of working and the impact working together is having on our population in North East London citing the joint approach with Barnet Enfield and Haringey Trust where a series of actions addressed the immediate safety issues at the Beacon Unit
 - o Requested that future reports also include actions being taken, progress against these actions, and the impact plus an overview of the potential demands and trends and the Trust's strategic response, as well as how the Trust is taking a leadership role with third sector organisations
 - o Also requested that similar reports on the Trust's involvement in other new models of care initiatives is provided to the Committee.
- **Publication of the System Design Framework:** The Committee received an update on:
 - The recent integrated care system policy developments that outline the system design framework, managing the transition and summary of key responses from system organisations/thought leaders
 - The developments in Bedfordshire, Luton & Milton Keynes ICS and North East London ICS.

Previous Minutes: The approved minutes of the Audit Committee meetings held on 12 May 2021 are available on request by Board Directors from the Director of Corporate Governance.