

BAF 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								
Strategic Priority	Improved population health outcomes	Risk Score 2021/2022							
Review Date	4 March 2022	Residual	Apr/May	Jun/Jul	Aug/Sept	Oct/ Nov	Dec/ Jan	Feb	Target
Executive Lead	Executive Director of Integrated Care	12	12	12	12	12	12	12	8
Lead Committee	Integrated Care & Commissioning Committee		↔	↔	↔	↔	↔	↔	

Context
<ul style="list-style-type: none"> Trust has made significant progress in developing integrated models of care, both within Trust services, and across other partners, including primary care, social care, acute trusts and the voluntary sector To properly move to the next stage of improving population health outcomes, and delivering the next stage of NHS Long Term Plan implementation, the Trust needs to go further in ensuring that internal capability and capacity is developed to support transformation, in particular in delivering mental health and community health services around primary care networks, and ensuring smooth and effective intermediate care (both rapid response and discharge to assess) between hospital and community This includes delivering on the community mental health framework transformation, and the delivery of the Aging Well programme, both in Bedfordshire & Luton and London. Both of these nationally defined integrated care programmes require sustained focus on service model, workforce, system leadership and digital/informatics development Current specific issues include the delivery of social care functions on behalf of local authorities in Bedford Borough, Central Bedfordshire and Luton, in the context of demand and financial pressures, the community transformation agenda, and the forthcoming potential for review of s.75 agreement

Gaps in Control or Assurance

Progress		
What's going well inc future opportunities	What are the current challenges inc future risks	How are these challenges being managed
<ul style="list-style-type: none"> Community mental health transformation progressing, planning for next year underway with further substantive investment into community MH services; social work re-integration identified by Newham system exec as one of areas for 12 week LGA/Kings Fund development programme System leadership module development out to tender Integrated care competencies development supplier secured and in progress Marmot next steps in place and being mobilised 	<ul style="list-style-type: none"> Planning landscape for CHS less clear, and financial envelopes for CHS still pending, though further Aging Well and Virtual Ward funding available Developing new service model for social care in Bedford, Central Bedfordshire and Luton Development of execution plan for population health strategic outcome 	<ul style="list-style-type: none"> NEL ICS level community health planning forum now in place, with agreement from NEL ICS CFO to develop indicative investment schedule Meetings in place with Bedfordshire & Luton DASSs to take forward next steps in social care design