

REPORT TO THE TRUST BOARD IN PUBLIC
24 March 2022

Title	Integrated Care & Commissioning Committee 9 March 2022 – Chair’s Report
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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 9 March 2022.

Key messages

North East London Mental Health Alliance (NEL MHA)

- NEL Integrated Care System (ICS) partners are in the process of designing the new system architecture in advance of anticipated “go live” on 1 July 2022
- Provider collaboration is a key foundation of ICSs. In NEL work is underway to develop mental health, community health, primary care and acute collaboratives to work in partnership with the Integrated Care Board (ICB) and the seven place-based partnerships which are coterminous with local authorities. The NEL Mental Health, Learning Disability and Autism Alliance (NEL MHLDA Alliance) is a key component of the developing NEL ICS operating model
- The Trust has worked with NELFT and the CCG to develop the high level structure of the Alliance, with draft terms of reference for the Joint Committee that it is proposed will form a key part of the Alliance structure; the Joint Committee will have powers delegated to it from the ICB. A more detailed operating model that will support its delivery is being developed
- The core aim of the Alliance is to improve outcomes, quality, value and equity for the entire population of people with or, at risk of, mental health problems and/or learning disability or autism in NEL
- The Alliance is intended to allow us to build on what we currently do well, and to strengthen it: ensuring that people participation, clinical leadership, and quality improvement are deployed more systematically in order to deliver the Alliance core aim, supported by a much more integrated approach to the delivery of commissioning functions for the populations in scope
- Place based mental health partnerships will be the engine-room of the Alliance
- The Trust has been testing new ways of more integrated commissioning in Tower Hamlets and Newham with commissioners embedded in providers and undertaking roles including system leadership, system planning, transformation, market management/provider development, and quality improvement
- The Trust has also been testing new ways of working across the ICS, in particular during the pandemic, and have achieved significant benefits for the populations we serve as a result:
 - Developed a joint approach to acute bed management, and as a consequence have been the only ICS in London that has achieved zero out of area placements
 - Developed step down beds from acute to serve the whole population of NEL during the pandemic
 - Developed successful joint bids for funding, including community mental health transformation, which was regarded as the best in the country, and the violence reduction vanguard
 - Sharing learning and best practice through our developing clinical networks in perinatal and IAPT
- There are plans to further develop and accelerate a range of opportunities for joint working and also opportunities to reimagine how we plan, deliver and transform mental health across our systems, orientated around our new statutory duty to deliver the triple aim for the populations we serve moving away from commissioning to system planning and transformation
- In discussion the Committee:
 - Highlighted the importance of constantly testing from the perspective of those we serve and see what difference is being made; the importance of ensuring there remains a focus on and

we continue to influence the digital, prevention, quality and quality improvement agendas; and the importance of starting from the perspective about how to prevent problems rather than responding to issues

- Recognised this is a long journey and that we are having to work with other stakeholders and partners who are at different stages of this journey.

Bedfordshire Care Alliance (BCA)

- The governance arrangements for the BLMK ICS are currently under development; with terms of reference having been drafted for the Integrated Care Partnership (ICP) and Integrated Care Board (ICB)
- BCA is a provider collaborative with NHS providers (Bedfordshire Hospitals NHS FT, Cambridge Community Services NHS Trust, East London NHS FT) with local authorities and primary care providers in Bedford, Central Bedfordshire and Luton, as well as a range of wider partners in and outside of the NHS, including the voluntary sector and is a committee of the ICB
- The BCA's role is to work at scale across places in Bedfordshire to create a coherent health and care offer and deal with the most significant challenges that we face. It is focused on integrating and coordinating care across health and social care; services provided by acute, mental health, community, social care and primary care networks including primary care; physical and mental well-being as well as the wider factors contributing to health and well-being
- Further work is being undertaken on BCA's operating model
- The Committee requested that the Trust gives consideration to how the Board will maintain lines of sight and receive assurance when increasingly working through various operating models.

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*

- This risk focuses on the internal capacity to deliver integrated care in operational services; risk description will be refreshed to reflect the discussions at the recent Board Development Session
- Progress continues to be made with community mental health transformation; and the Bedfordshire and Luton mental health contracts.

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*

- This risk focuses on ICS developments and partnerships
- In addition to the development of the NEL mental health alliance, an agreement in principle with providers has been reached on the development of a NEL community health alliance
- Work has also commenced on the mental health collaborative in Bedfordshire working with CNWL.

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*

- NMC commissioning programme was established in October last year and is fairly new commissioning experience for the Trust to lead. The Trust is already part of the NMC process with partners for the last three years and the development of the CAMHS NMC is a new collaborative commissioned by NHSE with ELFT as the lead in October 2020
- There have been some successes in the initial period not only in terms of performance indicators but also on partnership working, service user leadership and organisational development
- The Committee agreed the recommendation to reduce the current risk score for risk 9 from significant 16 to high 12 (impact of the risk remains high and the likelihood of the risk occurring has reduced to possible)
- The Committee received assurance that appropriate controls are in place and operating effectively for all three risks.

Previous Minutes: The approved minutes of the Audit Committee meeting held on 12 January 2022 are available on request by Board Directors from the Director of Corporate Governance.