
Report of Berkshire West CCG Governing Body: 11 December 2018

Title	Chief Officer's Report – November 2018
Sponsoring Director	Cathy Winfield, Chief Officer
Author(s)	Cathy Winfield, Chief Officer
Purpose	To provide an update on key areas of work
Previously considered by	Not applicable
Risk and Assurance	Provides assurance on matters of Constitution reserved to CO.
Financial and resource implications	Not applicable
Legal implications/regulatory requirements	Where the report relates to policies, these have been developed in accordance with legislative requirements.
Consultation, public engagement & partnership working implications/impact	Undertaken with regard to specific work streams as appropriate.
Public Sector Equality Duty	None

Executive Summary

The Chief Officer's report covers the following areas:

- Integrated Care System
- Berkshire West 10
- HSJ award
- Policies

Recommendation

That the Governing Body receives the Chief Officer's report and notes the updates provided.

Chief Officer's Report

November 2018

1. Integrated Care System

The Kings Fund OD programme is now almost complete, and some Programme Boards are already beginning to see the benefits from the changes made as a result of their session. The Long Term Conditions Programme Board has refined its focus to concentrate on five conditions, and the Planned Care Programme Board has adapted its meeting structure to remove the commissioner only element and have a single integrated board, more in keeping with ICS ways of working. Primary Care is also revising its meeting architecture to separate its transformational work from its transactional responsibilities and ensure both take place in the most effective way. Future key sessions are those for Mental Health, and for the Clinical Delivery Group as a whole, to review its role within the ICS governance.

The ICS Unified Executive met in November and discussed:

- The Urgent and Emergency Care Strategy, including responses to local population needs analysis, national policy, and clinical care pathway innovations, and approaches to mapping the future UEC service landscape
- Plans for system summits to be held on Maternity, Mental Health and Primary Care, to ensure alignment within ICS partners
- The refreshed Communications and Engagement Strategy, and the preparations for the ICS public engagement workshop on 4 December
- Outputs from the Digital Alignment workshop with a view to having a new refreshed Digital Population Health Management Development Board from January 2019
- An approach to the 2019/20 joint long term planning process, pending publication of NHS E / NHS I operational planning guidance. It is expected that the 10 year plan will mimic across the country what we are doing in Berkshire West, with shared budgets and greater integration with local authorities. Alongside this operational planning, the ICS is also refreshing its own strategic priorities for 2019/20, with an increased focus on mental health and population health intelligence.

Following my report last month of the ICS Q2 Assurance meeting, NHS E / NHS I have now confirmed the outcome in a letter at Annex 1, including the proposal to coproduce lighter touch assurance processes, and to replace the current system of formal assurance meetings with their quarterly attendance at our system meetings. National conversations continue with respect to defining the ICS model, and Berkshire West is to operate as a pilot for a "level 3" ICS system this over the next six months. This is an exciting opportunity for us to be a forerunner in developing arrangements nationally and recognises our high performance, strong assurance systems and commitment to the STP and strategic working across place-based systems.

2. Berkshire West 10

Following the CQC system review for Reading Borough Council, Chief Officers of local NHS and LG organisations met on 19 November to discuss how to address the findings of some areas of overlap and duplication between the BW10 programme and the Integrated Care System. The group examined joint working opportunities and how these can be best progressed, and agreed three commitments:

- Review BW10 vision and values
- Joint Commissioning to enable: market management, quality and efficiency gains
- Design our Neighbourhoods

The group noted the areas of good practice identified in the CQC report, and the need to build on these by streamlining and improving its governance, integrating more effectively with the BW ICS, and evolving to secure the aims it has pursued since inception.

3. HSJ Awards

The CCG's partnership working was recognised at the HSJ Awards ceremony on the evening of 21st November 2018, where the Berkshire West First Stop Service was shortlisted for an award in the "Improved Partnerships between Health and Local Government" category.

The First Stop Service is a night time urgent care, health and wellbeing service, operating every Friday and Saturday night out of St Mary's Church in Reading town centre. This joint project between Berkshire West CCG, Reading Borough Council, Thames Valley Police, South Central Ambulance Service and Reading Minster Church has demonstrably reduced admissions to A&E departments and ambulance call outs, as well as incidents of crime and disorder. Although we did not win, we were pleased to have the opportunity to showcase our work and proud of the teams involved.

4. Policies

The following policies have been reviewed by the Management Team on behalf of the Clinical Commissioning Committee. Copies of policy documents are available on request.

- Special leave policy
- Individual rights (personal data) policy
- Complaints policy

CW: November 2018

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Monday 12 November 2018

Cathy Winfield
CCG Accountable Officer / ICS Lead

RE: Berkshire West System Assurance Meeting

Dear Cathy,

Thank you for the recent preparation and support with the Berkshire West system assurance meeting and checkpoint discussion, which took place on Monday 22nd October 2018. We found this to be a constructive dialogue in terms of understanding the direction being taken by the system and the progress that has been made since our last meeting. This letter summarises the main discussion points.

The system's assurance discussion covered the priority areas across both operational delivery and strategic transformation. It was positive to hear how the system is approaching quality; including the development of the system wide quality report and ICS quality committee. Clearly there are a number of priority areas and we support the system leading on the proposed next steps identifying clear system based deliverables and improvements in outcomes across pathways. Thank you for highlighting the never event issue and this is an area where we will want to continue specific conversations to fully understand the response and learning. As discussed at the meeting we also ask Berkshire West to think through how it can use its position to influence quality of care on a wider footprint, citing the Great Western as an example.

Performance remains strong across the system. We recognise that there are some challenges with cancer 62 day delivery however and a clear recovery plan in place. As you develop plans to ensure performance is resilient and sustainable, please highlight if there is further support that we can provide. In terms of finance we acknowledge the excellent work of the Chief Financial Officers and the transparent approach being taken forward is

very positive. We recognise some risk remains, but also understand that the system expects to deliver the system control total, and build on this to develop the longer term multi-year plan.

From a mental health perspective out of area placements are a key issue and we recognise that the challenge is Berkshire-wide, although similar challenges are being worked on across the wider BOB footprint. As discussed during the meeting we recommend that the system looks at the approach taken in other parts of the South East and if we can support with these conversations, or review and feedback on your improvement plans, please let us know.

Your preparation in advance of the checkpoint discussion was helpful which enabled us to understand the good progress made so far in developing ICS arrangements, and also with defining our relationship over the next six months.

As discussed and in recognition of the progress made we would like to support Berkshire West with moving to being one of the first systems that are 'testing' what a level three ICS could look like. As you are aware national conversations continue with respect to defining the ICS model and the regulatory alignment with this. To support the development of this policy, and in particular to define how a mature system operates as a 'place' within a larger ICS, we would like to position Berkshire West as pilot over the next six months. This is an exciting opportunity for Berkshire West to be a forerunner in developing arrangements nationally and informing future ways of working across BOB.

In terms of success criteria, we will of course look to the ICS to maintain already strong performance, recovering the cancer position and achieving the challenge you have set yourself to meet the dementia diagnosis standard. We discussed in particular that the system be a strong part of the leadership team across the wider BOB ICS geography, defining the assurance and programme leadership structure at scale. We made particular reference to the Berkshire West role in developing stronger relationships across the STP and ask you to become known for your influence in encouraging the development of positive system leadership styles and behaviours across the STP.

We will commence the pilot with immediate effect and use the proposed assurance framework to define our relationship. Inevitably there will be aspects to the framework and our relationship that we can improve through learning, and our recommendation is that we use our monthly discussions initially to review these. We will increasingly look to involving Fiona as STP lead as we coproduce lighter touch assurance processes, and the principles, or trigger points, for intervention and support. We will also pilot replacing our formal system meetings with quarterly attendance at your system meetings.

Thank you once again for discussion and if you have any questions then please do not hesitate to get in contact with us. We look forward to working with you further over the coming months to develop the ICS operating model.

Yours sincerely,

A handwritten signature in blue ink that reads "Anne Eden". The signature is written in a cursive style with a horizontal line underneath the name.

Anne Eden

CC

Steve McManus, CEO, Royal Berkshire Hospitals NHS FT

Julian Emms, CEO, Berkshire healthcare NHS FT