



Carnall Farrar review of the development of health and care integration in Milton Keynes

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Purpose of Report

To share the independent review of health and care integration in Milton Keynes and proposed some follow-on actions for the Health and Care Partnership to consider.

1. Recommendations

- 1.1 To note the full report at Annex A and consider the main recommendations included.
- 1.2 To ask the Integrated Care Board (ICB) to produce a framework by June 2024 which sets out how greater responsibility for resources and decision making will be made available to our place based partnership as it matures.
- 1.3 To organise a workshop in early 2024 with the aim of developing our medium term vision for each of our priorities, and health and social care more generally.

2. Introduction

- 2.1 Back in 2019/20 Carnall Farrar (CF) worked with health and care organisations in Milton Keynes and the ICB (BLMK CCG at that point) on the development of a Milton Keynes place-based operating model.
- 2.2 On behalf of BLMK ICB and the Joint Leadership Team, CF were invited to return in September 2023 to undertake an independent review of the development of health and care integration in Milton Keynes since their 2019/20 visit.
- 2.3 The CF review explores progress, highlights the enabling factors which have been critical to the success of the MK place-based partnership so far and makes recommendations for consideration by the ICB and all partners for the further development of the place based operating model. The full report is provided at Annex A.

- 2.4 The CF report will be taken to the ICB board meeting on 8 December 2023 for consideration along with any recommendations to the ICB Board from the Milton Keynes Health and Care Partnership.

3. Summary of report findings

- 3.1 The CF report makes the following recommendations:

1. Building on current progress to further drive and embed a population health management approach within Milton Keynes - This includes use of local data to segment local populations, targeted interventions to improve outcomes and address health inequalities and establishing a neighbourhood-based delivery model.

Bletchley Pathfinder is highlighted as an opportunity to accelerate PHM, setting the direction for other neighbourhoods. The importance of ensuring engagement of a wider network of health and care partners such as primary care, VCSEs and residents is highlighted.

2. Agreement of future funding to support Place priorities - As the current transformation fund for the Milton Keynes Health and Care Partnership is non-recurrent the ICB and place-based partnership will need to work together to identify recurrent funding for place-based transformation work.

Considering financial pressures, clear reporting and assurance structures are required to demonstrate impact of any investment. The place-based partnership should consider how to collaborate to achieve efficiencies for the system as well as drive transformation.

3. Aligning on the target operating model for Place-led functions – To date the MK Deal has intentionally focused on delivering transformation work rather than the operational responsibilities of the ICB and this is reflected in the ICB's latest target operating model.

Place led functions, both existing and future ones, could evolve into leading commissioning of some services where wider operational responsibilities may be better organised and led locally.

Additional specific responsibilities and the associated resources will need to be clearly defined through open dialogue between the ICB and the MK HCP and agreed by all partners.

4. Building resilience and flexibility within Place - The success and positive culture which has been established is rooted in the strong personalities and reputations of place-based leaders; a change management programme will help embed and codify the positive, collaborative culture that has been created to ensure the partnership can endure future changes in leadership. As the partnership matures, arrangements will require a structured and

regular review process to support flexibility and evolution of the priorities, whilst reviewing the continued effectiveness and oversight of place-based arrangements.

List of Annexes

Annex A – The development of health and care integration in Milton Keynes – report of findings (Separate Annex)

Annex B – Draft 2028 Workshop proposal (Below)

ANNEX B



For consideration by the Health and Care Partnership on 8 November 2023

DRAFT 2028 WORKSHOP PROPOSAL

The independent CF review into the development of health and care integration in Milton Keynes has highlighted the need for us to set out a clearer vision for the medium term development of place-led functions, in relation to both our agreed priorities any wider operational responsibilities which may be better organised and led locally.

As a result it is proposed that we hold a workshop in January or February 2024 with the aim of developing an ambitious medium term vision for each of our priorities. In essence, what are we trying to achieve over the next four years.

As a reminder of our priorities:

- Improving system flow (hospital admissions and discharge)
- Tackling obesity
- Children and young people's mental health
- People with complex needs (not yet started)
- Neighbourhood working (Bletchley Pathfinder)

Outline of the proposed workshops:

- Half day session
- Invitation-only, likely to be around 50 participants

- Aiming for a mix of service leaders, practitioners, councillors, voluntary sector and Healthwatch
- Starting with an overview of progress to date
- Followed by group discussion, each focusing on a different priority (five groups)
- Groups asked to consider aspects such as prevention, access, workforce, integration and so on
- Groups facilitated by the responsible members of the Joint Leadership Team (JLT)
- Then time to think about other responsibilities that may be better place-led by 2028
- Plenary/feedback session at the end to bring together some of the main messages

The workshop will be written up and presented to the Health and Care Partnership on 20 March 2024 for a discussion and agreement of any actions.