

Integrated Care Partnership and Board Update

Author: Felicity Cox, Chief Executive, BLMK Integrated Care Board

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Purpose of Report:

This report summarises key items of business from the BLMK Integrated Care Board and BLMK Health and Care Partnership (a Joint Committee between the local authorities and the ICB) that are relevant to Milton Keynes. Key items of business from these meetings are detailed in Annex B. The main items of interest for the Health and Care Partnership are covered in the main paper.

1. Recommendations

That the Health and Care Partnership:

1. **Note** that the BLMK NHS Operational plan 2023/24 was submitted to NHS England at the end of March 2023 and finalised in May 2023.
2. **Review the draft BLMK Joint Forward Plan including the draft content for MK at Annex A and confirm** that Milton Keynes's Health and Wellbeing Strategy has been taken proper account of in the BLMK Joint Forward Plan.
3. **Note** the remainder of the report including the update on the MSK procurement, the development of a Mental Health, Learning Disability and Autism Collaborative across BLMK, the ICB Running Cost Allowance reduction, the plans for joint seminars between the BLMK Health and Care Partnership and the Board of the ICB starting on 21 July 2023, the publication of the Hewitt report and the summary of the business considered at meetings of the BLMK Health and Care Partnership and Integrated Care Board meetings in March 2023 as listed at Annex B .

2. Introduction

- 2.1 The following summarises items of interest that have been considered by the BLMK Health and Care Partnership and the Board of the ICB.

3. Background

3.1 BLMK (NHS) Operational Plan 2023-2024

The Health and Care Act requires the BLMK ICB to produce an Operational Plan (draft submitted to NHS England at the end March 2023, final version submitted in May 2023).

The Operational Plan for 2023/24 describes how the local NHS will deliver against mandated NHSE operating plan requirements, including agreement of the BLMK NHS system budget. This plan takes account of local priorities which were reported to the Board of the ICB on 24 March 2023. A financially balanced

plan has been submitted to NHS England, delivery of this plan is dependent on the delivery of efficiency and effectiveness schemes across the system during the current year.

3.2 BLMK Joint Forward Plan

The Health and Care Act 2022 requires the BLMK ICB and its partner NHS Trusts and Foundation Trusts to produce a Joint Forward Plan covering a minimum of five years (final version due to be agreed by the Board of the ICB on 30 June 2023).

The Joint Forward Plan (JFP) is required to set out a framework for how the ICB and partners intend to arrange and/or provide services to meet our population's physical and mental health needs. This will include narrative on the universal NHS commitments and address the four core purposes and statutory duties of an ICS to:

- Improve outcomes in population health and healthcare
- Tackle inequalities in outcomes, experience and access
- Enhance productivity and value for money
- Help the NHS support broader social economic development

The Board of the ICB agreed that the BLMK JFP, which at this stage is a 'plan for a plan' will extend from 2023 to 2040 to address:

- i) the expected and sustained expansion of our population to 2040 and beyond.
- ii) multi-agency very complex issues which are best resolved through partnership delivery to improve health outcomes, tackle inequalities in local communities whilst ensuring optimal use of public money to deliver services.
- iii) wider determinants of health and well-being to maximise prevention and supporting communities to thrive.

The extended timeframe of the BLMK JFP will enable all partners of the BLMK ICS to develop longer-term plans in collaboration to best deliver the ICS' statutory duties in the local context of sustained population growth over this period. The first iteration of the detailed Joint Forward Plan is expected to be signed-off by March 2024, and local residents and Health and Wellbeing Boards will have an opportunity to shape this more detailed plan and the place-specific elements within it from the summer onwards.

The Plan has been developed based on prior engagement with the public and partners will be agreed and published in June 2023 following further engagement with Health and Wellbeing Boards, NHS Trust Boards and VCSE groups. As the JFP focuses on longer-term delivery of existing plans, the plan will not require full formal public consultation.

The current working draft JFP is available on the ICB Website ([here](#)) and a chapter on Milton Keynes will be included. The current draft content of that chapter is attached as Annex A. The MK Health and Care Partnership is asked

to discuss and comment on the draft Joint Forward Plan. Any comments will be reported to the Board of the ICB for consideration prior to approval of the plan and submission to NHSE by 30 June 2023.

The City Council's health and wellbeing strategy is incorporated within the BLMK Health and Care Strategy which the Joint Forward Plan has been developed in response to. Therefore the MK Health and Care Partnership can confirm, as required by the guidance [Health and wellbeing boards – guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/health-and-wellbeing-boards) that the Joint Forward Plan 'takes proper account' of the City Council's Health and Wellbeing Strategy.

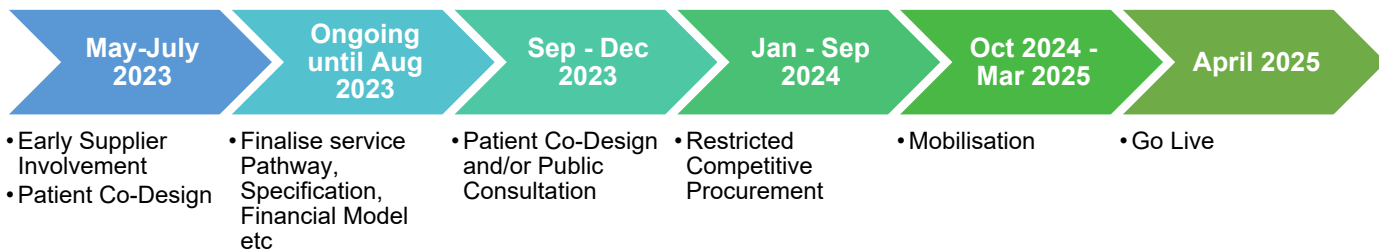
3.3 The Future of Musculoskeletal (MSK) Health Services

As reported at the last meeting, due to the expiry of Musculoskeletal (MSK) contracts on 31st March 2024, BLMK Integrated Care Board (BLMK ICB) intended to undertake a procurement exercise to secure a new MSK Health Services provision from 1st April 2024. The four Health Overview and Scrutiny Committees (HOSCs) were updated on the programme between November 2022 and February 2023.

Following the ICB Board in March 2023, further factors arose necessitating the need to review the procurement timetable. As a result of this review, the ICB has enacted the one-year extension options within the current provider contracts to allow further market engagement, a robust competitive procurement and additional time to continue to engage with patients and residents. This decision was based on the following factors.

- Bedford Borough Council Overview & Scrutiny Committee comments.
- Good market testing response, but the complexity of feedback along with potential bidders suggesting a structured competitive dialogue would enhance the partnership development needed to achieve all the benefits.
- Opportunity to align with Sussex ICB who plan to undertake a similar procurement exercise, learning from their approach to the finance and outcome measures.
- The need to adjust other contracts to ensure components of the MSK specification are not duplicated elsewhere (maximise value and reduce repetition).
- Development of an MSK Estates Strategy to design locations based on need and footfall rather than historic arrangements

Maintaining the original programme timeline would lead to a sub-optimal procurement and mobilisation process, risking the quality of the procurement outputs and the ability for the new provider to act as an integrated partner with primary, community and acute services. In the interim period, the ICB will continue to work with existing providers to improve care with a specific focus on the points raised in the patient engagement events. The revised timeline is below:



3.4 Developing a Mental Health, Learning Disability and Autism (MHLDA) Collaborative across BLMK

In November 2022, BLMK ICB agreed a programme of work to scope and develop a provider collaborative for mental health services, services for people with learning disabilities and for people with autism. This recognised both the importance of these areas within our Strategy as an ICS and in each of our Places; and the success of our ways of working on the BLMK mental health programme, developing a “one team” approach across commissioners and providers, testing new more blended ways of working with commissioning expertise embedded into providers.

We are working with colleagues at East London Foundation Trust (mental health providers in Bedfordshire) and CNWL (MK’s mental health providers), and with partners across the system, to formalise our currently informal way of working across commissioners and providers, developing and extending our collaboration more deeply across the ICS and our Places. This will allow us to make progress more quickly and develop an integrated approach to whole population planning and delivery that includes prevention through to complex care. Our initial vision, which we are further co-developing with service users, patients, local communities and system partners, puts patient and service user voice and a focus on place at its heart, refocusing our efforts on addressing inequalities and unwarranted variation, and working at scale where it makes sense to do so. We see the BLMK service user led summit held in March 2023, the emerging codesigned priorities, and our investment in people participation for the collaborative, as key to this approach.

Now and over the coming months we are working with each of our Places to understand local challenges and priorities across the scope of the collaborative and to shape its design and operating model. In Milton Keynes, colleagues from CNWL are in the process of holding sessions with partners and will oversee this work via the Joint Leadership Team. A proposal for the model and priorities for the collaborative will be brought to the September Integrated Care Board, along with a proposal for a more formal group working across the ICB to oversee continued development. Some of the areas that we are exploring with partners as initial priorities include:

- How we work together to improve mental health services for children and young people.
- Improving the crisis pathway, addressing the challenges of increased demand in urgent and emergency care and ensuring that patients are supported in the best environment.
- Taking a more joined up approach to support patients requiring complex mental health placements.

- Working with the East of England Mental Health Collaborative to improve specialist tertiary services.
- Where we can, take more joined up approaches to improve outcomes for people with learning disabilities and people with autism.

3.5 BLMK ICB – Running Cost Allowance Reduction

In March 2023, NHS England wrote to the CEOs of ICBs and advised that every ICB was required to reduce its running costs by 30% by 1 April 2025. BLMK ICB has a running cost allowance of £18.5M and is required to achieve a £5.5M cash reduction. The ICB is responding to this requirement by reviewing its pay and non-pay spend (the majority of its running costs are pay). The ICB has been engaging with staff and partners on ideas for how this could be achieved by implementing a Target Operating Model that was developed with system partners in Autumn 2022. The Target Operating Model is based on the principle of subsidiarity and supporting places to deliver improved outcomes for residents. Formal consultation with the Trade Unions on the proposed organisational change is expected to start week commencing 26 June and will be for 45 days. Updates will be provided to the Health and Care Partnership at future meetings.

3.6 BLMK Health and Care Partnership – Future Meetings

The BLMK Health and Care Partnership is a statutory joint Committee of the Board of the ICB and local authorities. It has membership from local authorities in BLMK and Buckinghamshire Council, NHS Trusts, the ICB, Healthwatch and the Voluntary, Community and Social enterprise (VCSE) sector. Each local authority (with the exception of Buckinghamshire Council) can appoint up to three members on the Health and Care Partnership. Wider stakeholder including the Police and Fire Service are invited to the meetings.

In December, the Health and Care Partnership approved the BLMK Health and Care Strategy which set five strategic priorities of Start Well, Live Well, Age Well, Growth and Inequalities. The Chair of the ICB, Dr Rima Makarem, based on feedback from members of the Health and Care Partnership, has proposed holding system-wide joint seminars for ICB and H&CP members and wider stakeholders on each of the key priorities. The first will take place on 21 July 2023 and will focus on economic growth and how we can work together as partners to support unemployed adults into employment, with a focus on our residents who are impacted by health issues. Further seminars are planned for 24 November 2023 on the start well priority and 16 February 2024 on the live well priority.

3.7 Hewitt Review

In April 2023, Rt Hon Patricia Hewitt, Chair of Norfolk and Waveney ICB, published an independent review of Integrated Care Systems. ([Here](#)) Felicity Cox, CEO of BLMK ICB was a co-author of the report.

Executive Summary

Integrated care systems (ICSs) represent the best opportunity in a generation for a transformation in our health and care system. Effective change will require the

combination of new structures with changed cultures. Everyone needs to change, and everyone needs to play their part.

The review has identified 6 key principles, that will enable us to create the context in which ICSs can thrive and deliver. These are:

- collaboration within and between systems and national bodies;
- a limited number of shared priorities;
- allowing local leaders the space and time to lead;
- the right support,
- balancing freedom with accountability
- and enabling access to timely, transparent and high-quality data.

4. Key Issues

- 4.1 BLMK (NHS) Operational Plan 2023-2024 has been submitted to NHS England.
- 4.2 BLMK Joint Forward Plan will be submitted to NHS England by 30 June 2023 and comments are invited on the draft Plan and the Milton Keynes content.
- 4.3 MSK contract - the ICB has enacted the one-year extension options within the current provider contracts to allow further market engagement, a robust competitive procurement and additional time to continue to engage with patients and residents.
- 4.5 BLMK ICB is required to reduce its running costs by 30% by April 2025. A formal consultation with unions and staff starts w.c. 26 June 2023.
- 4.5 BLMK Health and Care Partnership proposal to have formal meetings twice a year and joint seminars with ICB Board members on each of the strategic priorities commencing on 21 July with economic growth.
- 4.6 MK Place will continue to be invited to contribute to the development of the Mental Health, Learning Disability and Autism Collaborative across BLMK.
- 4.6 The independent review of Integrated Care Systems undertaken by Rt Hon Patricia Hewitt was published in April 2023 which identified 6 principles in order for ICS's to thrive and deliver.

List of Annexes

Annex A Draft content from Milton Keynes Health and Care Partnership for inclusion in the BLMK Joint Forward Plan

Annex B Summary of BLMK Health and Care Partnership and Integrated Care Board meetings in March 2023

List of Background Papers

None