

Integrated Care Board

Date of meeting	29 March 2023
Title of paper	Chief Executive's Board Report
Presented by	Kevin Lavery, Chief Executive Officer, Integrated Care Board
Author	Lisa Roberts, Business Manager and Executive Team lead contributors
Agenda item	6
Confidential	No

Purpose of the paper				
This paper provides the CEO with the forum to update Board members and highlight emerging issues and key areas of focus, to ensure Board members are sighted on the business of the ICB and its wider operating environment.				
Executive summary				
<p>Last month's report focused on winter pressures, system-wide approaches to mitigate risk to patients, and the work underway to develop our longer-term strategies. This month's agenda will give Board members the opportunity to review the draft of this strategy in the form of the Joint Forward Plan for Lancashire and South Cumbria alongside our Integrated Care Partnership Integrated Care Strategy and operational and financial plans.</p> <p>My CEO report this month, therefore, aims to set the context for the change needed to realise our full potential. It talks about why we need to change, but focuses on how we need to approach this, to meet the huge challenges we face, to make things better for the people that live and work in Lancashire and South Cumbria, and to successfully transform our services.</p>				
Recommendations				
The Lancashire and South Cumbria Integrated Care Board is requested to note the updates provided.				
Governance and reporting (list other forums that have discussed this paper)				
Meeting	Date	Outcomes		
n/a	n/a	n/a		
Conflicts of interest identified				
Not applicable				
Implications				
<i>If yes, please provide a brief risk description and reference number</i>	Yes	No	N/A	Comments

Quality impact assessment completed			x	
Equality impact assessment completed			x	
Privacy impact assessment completed			x	
Financial impact assessment completed			x	
Associated risks			x	
Are associated risks detailed on the ICS Risk Register?			x	

Report authorised by:	Kevin Lavery Chief Executive
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Integrated Care Board – 29 March 2023

Chief Executive's Board Report

1. Introduction

“You can do what I cannot do. I can do what you cannot do. Together we can do great things.” Mother Theresa

- 1.1 No public service matters more to people and communities than health and care and no public service has greater potential to transform people and communities. During Covid, the NHS and partners rose to the challenge and performed superbly. Staff worked long hours against impossible odds and at great personal risk. The vaccination programme was world leading, innovative and rolled out swiftly. It saved hundreds of thousands of lives. The NHS came together as a system as never before. Organisational boundaries were put aside, and staff put people and communities first. This was the NHS at its very best. We need to use the spirit that helped us overcome Covid so that we can excel in the post Covid era.
- 1.2 Yet, if we are going to realise our full potential we have to change. I am sure you have heard the expression about the ambulance at the bottom of the cliff - it would be smarter, better, and cheaper to have a fence at the top instead! That is the power of systems thinking.
- 1.3 The title 'National Health Service' is a touch misleading. Look at the variation in funding, practice, and outcomes. We are not yet a true national service. Indeed for 30 years we have had the contract culture. The service was compartmentalised, and managers were told “go and do your own thing and do not talk to anybody”. Our staff are naturally patient focussed, but we have been working in silos. So, despite a doubling in healthcare spend in the last 30 years it has not been matched by a corresponding improvement on outcomes or productivity. My hypothesis is that this is because of the absence of systems thinking.
- 1.4 We have seen glimpses of this potential where Lancashire and South Cumbria has been an exemplar. With Covid, achieving high vaccination rates in hard-to-reach communities, and more recently with mutual aid to make a big dent on waiting lists. Yet, we are only scratching the surface. We now have no choice but to go hook, line and sinker for systems thinking and collaboration. For we are sleep walking towards the cliff edge. Without major reform, we could fall off the cliff and all will be lost. And this requires collaboration, leadership and systems thinking.

2. System Configuration

- 2.1 The financial challenges we face are huge. However, the finances are merely the symptom, the root cause is how we do things round here and how our system

is configured. If you had a blank sheet of paper would you have seven small elective care centres, six emergency departments and five separate support services, and would you spend £300m plus on temporary staff at a premium rates? I suspect we would all agree the answer is no.

- 2.2 There are some obvious solutions to this, involving collaboration, systems thinking and a positive, can-do mindset. It is not all doom and gloom. No problem is too big to solve. We can overcome this challenge, and we will.

3. The 'how' question

- 3.1 The management guru Simon Sinek has always argued that the 'why' question is the most important way to inspire teams to achieve great things, epitomised in his book "Start with the Why". Of course, this makes sense. Our challenge though is the 'how' question. We have lots of talented people who believe in the NHS and are committed to delivering great health and care services and outcomes. Our challenge is how to make this happen. This is my biggest concern. How can we deliver systems change at pace?

- 3.2 We sometimes tie ourselves up in process and some of our people are uncomfortable with change. So, we have to face up to this together. Otherwise, we will fail, and we cannot allow that to happen.

- 3.3 We not do have a good track record on delivery, and we face a huge challenge, so how do we make it different this time? We need to work differently, this cannot be collaboration for the sake of it, we have to do it for a purpose, to make things better, to transform. There is always hope if we use systems thinking and collaboration. There are eight crucial ingredients.

1. **Shared vision and plan** - for recovery and transformation. The ICB needs to be joined at the hip with all parts of our system, and clever about sequencing.
2. **Clarity on the role and vision for the ICB** – we want to become a true system leader, and this will mean fuller partnerships with providers, substantial devolution to place and a much smaller ICB.
3. **Strong leadership** with domain knowledge – leadership is everything.
4. **Working in perfect harmony** - with providers, local government, place and NHSE.
5. **How the money works** – we will need to maximise productivity, to eliminate the underlying deficit and we need to look at careful targeting of Better Care Fund and ringfenced social care monies to transform community services with local government.
6. **Culture** - deliver some early wins, make some significant cultural changes, and build confidence. Then move on to the big wins and courageous decisions.
7. **Agree clear priorities and targets, for each part of the system, linked to our shared vision** – with clarity on what the ask and who is leading on it. This cannot be hypothetical; it has to be clearly articulated, operationally driven

projects, earthed in the real-life challenges of health and care in 2023 and beyond.

8. **Clear governance and accountability** – we are reviewing the arrangements here and will look for ways of reducing duplication and sharpening accountabilities.

3.4 Today is all about system thinking, collaboration, a positive mindset, delivery at pace and how we achieve this within a challenging wider environment. I want you to keep the ‘how’ question in mind as we work through the following items;

- The State of the System - what are the challenges
- The Joint Forward Plan – what will we do
- 3-year Financial Plan and Commissioning intentions – how we will do it and what this mean for the next three years
- Workforce – how do we get our staff fully behind us

4. **Workforce**

4.1 Each member of our workforce has a critical role to play in achieving our plan for recovery and transformation, and it is essential that our staff are fully behind us. The executive team, and extended leadership team have a crucial role to play in creating a culture that enables colleagues to be happy and healthy at work and where the health and wellbeing of the workforce is considered routinely across all organisational activities.

4.2 Our workforce have already gone through lots of change, and with the recent running cost efficiency requirements letter received from NHS England, I suspect more will be needed. The letter confirmed that ICB running cost allowances will be subject to a 30% real terms reduction, by 2025/26, with at least 20% to be delivered in 2024/25. I can assure you that we do not expect to go through another large scale ICB wide process of organisational change, although there is clearly more work to do as we continue to form as an ICB.

4.3 I would like to thank everyone who took the time to input and provide feedback as part of the consultation process, which closed on 03 March, and for all of the responses received through the staff survey. I have heard how difficult this period has been for some, and we know this has been reflected in our staff survey results. The results do not make for pretty reading.

4.4 We now need to act on this and have committed to doing this in an open and transparent way, using the insights from the staff survey to improve the experiences of our staff and colleagues working with and within our teams across the ICB.

4.5 Organisational change can be difficult, and we are aware this process has taken place at an extremely testing time, dealing with unprecedented winter pressures, industrial action, and other competing demands. We do believe we were right to move quickly – we are one of the first ICBs in the country to go through a process of this scale and acting quickly was in the best interest of all our staff.

5. Recommendations

- 5.1** The Lancashire and South Cumbria Integrated Care Board is requested to note the updates provided.

Kevin Lavery
17 March 2023