

## Integrated Care Board

<b>Date of meeting</b>	8 November 2023
<b>Title of paper</b>	System Recovery and Transformation Update
<b>Presented by</b>	Maggie Oldham, Chief of Recovery and Transformation / Deputy CEO
<b>Author</b>	Maggie Oldham, Chief of Recovery and Transformation / Deputy CEO
<b>Agenda item</b>	10
<b>Confidential</b>	No

### Executive summary

The purpose of this paper is to provide the Board with an update on the system recovery and transformation programme.

Members will be aware of the paper presented at the September board meeting which outlined the strategic approach and governance for the programme. The System Recovery and Transformation Board has now been established, has met twice, and reports directly into the Integrated Care Board. This update therefore summarises key activity that has taken place since the last Integrated Care Board meeting, and key next steps.

The paper consists of:

- The approach to the Quarter 2 (Q2) NHS England (NHSE) assurance meeting on 3 November in respect of recovery and transformation
- A summary of key themes arising from the Improvement and Assurance Groups (IAG)
- Key headlines related to the system recovery and transformation programmes and areas of risk
- Summary of key actions up to December

### Recommendations

The Board is asked to note the contents of the report and the key actions summarised in section 5.1.

<b>Which Strategic Objective/s does the report relate to:</b>		<b>Tick</b>
SO1	Improve quality, including safety, clinical outcomes, and patient experience	✓
SO2	To equalise opportunities and clinical outcomes across the area	✓
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	✓
SO4	Meet financial targets and deliver improved productivity	✓

SO5	Meet national and locally determined performance standards and targets				✓
SO6	To develop and implement ambitious, deliverable strategies				✓
<b>Implications</b>					
		<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Comments</b>
Associated risks				X	
Are associated risks detailed on the ICB Risk Register?			X		
Financial Implications	X				To achieve the 3 year financial plan of £80m deficit and in year break even position
<b>Where paper has been discussed (list other committees/forums that have discussed this paper)</b>					
<b>Meeting</b>		<b>Date</b>		<b>Outcomes</b>	
Executive Management Team		31 October 2023		Approved	
<b>Conflicts of interest associated with this report</b>					
Not applicable					
<b>Impact assessments</b>					
		<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Comments</b>
Quality impact assessment completed				X	
Equality impact assessment completed				X	
Data privacy impact assessment completed				X	
<b>Report authorised by:</b>		Maggie Oldham, Chief of Recovery and Transformation / Deputy CEO			

# Integrated Care Board – 8 November 2023

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## System Recovery and Transformation Update

### 1. Introduction

- 1.1 The purpose of this paper is to update the Board on progress with the system recovery and transformation programme.
- 1.2 Since the last Integrated Care Board meeting in September Chairs and Chief Executives through the System Recovery and Transformation Board have had the opportunity to meet twice to discuss progress and agree key actions to accelerate the pace of delivery.
- 1.3 The Improvement and Assurance Group meetings with Trusts have taken place during September and October and will continue to take place monthly. The purpose of these meetings is to support the existing good work in the system, embedding improvement and agreeing a plan to sustain or improve relevant System Oversight Framework (SOF) metrics.
- 1.4 In October the ICB welcomed the Head of Recovery and Transformation PMO, Alex Wells and New Models of Care Programme Director, Terry Whalley. These roles are integral to the recovery and transformation programme and will enable us to move forward at a faster pace.

### 2. NHS England (NHSE) Quarter 2 (Q2) Assurance Meeting

- 2.1 The ICB has its Q2 assurance meeting with NHSE on 3 November where an update on recovery and transformation will be a key agenda item.
- 2.2 The update will consist of:
  - a. Each of the existing recovery and transformation programmes within the current portfolios of work will be assessed based on defined criteria to determine programme maturity, that robust governance is in place, and confidence in delivery.
  - b. A summary of the key risks and mitigations.
  - c. A clear roadmap for accelerating delivery and implementing corrective action which will feed into the review of programmes outlined in section 4.2.

### 3. Improvement and Assurance Groups

- 3.1 The system is experiencing significant challenges as winter approaches and our workforce is working incredibly hard. The impact of industrial action is also impacting on performance.

- 3.2 Coming together through the Improvement and Assurance meetings allows significant challenges to be discussed and system solutions sought as we enter into winter. Working together provides the best opportunity for improvement and supports the system to improve segmentation in the oversight framework we currently operate in, but more importantly improve the outcomes for our population.
- 3.3 There have been common themes in the October meetings with Providers. The importance of place and support for system flow has been a common discussion which impacts on multiple SOF metrics. Further discussion is needed regarding fragile services and how they are configured in the future. The financial challenge remains for all organisations.

#### **4. Programme Updates**

- 4.1 It is worth noting that a number of the current programmes within the portfolios are legacy in nature and were established under a different operating context.
- 4.2 We therefore need to undertake a review of all programme objectives and outcomes to understand how delivery of existing programme activity directly and positively impacts on the drivers of our deficit and achieving improved SOF / CQC ratings. We anticipate this work to be completed before the Christmas break to coincide with financial planning timescales and will inform where we need to prioritise our efforts going forward to accelerate delivery in the highest impact areas.
- 4.3 Key headlines drawn out from the programmes are highlighted below:

##### ***Fragile Services***

- 4.4 Fragile services have been raised as a key theme within the improvement and assurance meetings. Each of the Trusts is undertaking an assessment to identify and confirm fragile services within their respective areas. This work will be completed by the end of October and the outcomes will be presented at a system clinical workshop on 17 November, where next steps will be agreed, and a subsequent discussion will take place at the December 2023 System Recovery and Transformation Board.

##### ***Mental Health***

- 4.5 We are in the process of establishing mental health as a portfolio in its own right within the recovery and transformation architecture. A scoping workshop will take place during early November with key ICB and LSCFT colleagues to agree high impact priorities and outcomes.

##### ***Urgent and Emergency Care (UEC)***

- 4.6 We know we have significant opportunities to expand utilisation of virtual wards across the system to increase resilience ahead of winter. Place action plans

have been developed and implemented as part of winter planning and we will continue to have an increased focus on accelerating and embedding utilisation.

4.7 Work on developing a 5-year UEC strategy for LSC has commenced and its development will be coordinated through and overseen by the LSC UEC Collaborative Improvement Board.

4.8 A 'deep dive' into the UEC Winter Plan arrangements and implications for the UEC programme will take place at the System Recovery and Transformation Board on 21 November 2023.

### ***Central Services***

4.9 Hosting of the 'One LSC' central services hub has been determined following a robust selection process; the host Trust is ELHT. A high level transition plan is in place and work is progressing at pace.

4.10 A 'deep dive' into the Central Services programme will take place at the System Recovery and Transformation Board on 21 November 2023.

### ***Community Services***

4.11 The community services programme has temporarily been paused to undertake a rapid review and refocus of programme objectives, outcomes, and governance.

### ***Integration of the Provider Collaborative / ICB Programme Teams***

4.12 The ICB and PCB have agreed to collaborate under a single operating model to deliver all aspects of financial and clinical improvement with shared governance, systems, processes, culture and behaviours. This is underpinned by an agreed Scheme of Delegation. All resources currently available through PCB / ICB organisations for system wide programmes will be aligned as a single system resource as part of the portfolio of ICB Chief of Transformation and Recovery.

### ***Risk***

4.13 The key risks associated with programme delivery remain around the need to prioritise and agree the highest impact short, medium, and long term areas of focus, whilst driving longer term transformation leading up to 2035 when the two new hospitals will be in place. A roadmap through to 2035 is currently in development which will outline the critical path on this journey over the next 12 years.

## 5. Conclusion

5.1 A summary of key action that will take place between now and December is provided below:

	<b>Action</b>	<b>Timescale</b>
a.	A programme maturity assessment will be undertaken to inform part of the discussion at the Q2 NHSE assurance meeting on 3 November. This will highlight key risks and corrective action required to increase confidence in delivery.	w/c 31 October 2023
b.	Re-assessment of the Recovery and Transformation programmes against a criterion of clear, deliverable objectives, key milestones, and a positive Return on Investment (ROI).	November 2023
c.	The System Recovery and Transformation Board will undertake a 'deep dive' into the UEC and Central Services programmes.	21 November 2023
d.	The fragile services review will be presented to the System Recovery and Transformation Board in December 2023.	19 December 2023
e.	Short, medium, and long term roadmap up to 2035 (new hospitals will be in place) to be developed.	December 2023

## 6. Recommendations

6.1 The Board is asked to note the contents of the report and the key actions summarised in section 5.1.

**Maggie Oldham**

**Chief of Recovery and Transformation / Deputy CEO**

**25 October 2023**