

## ICS Board Summary Briefing – December 2020

Please find below the Nottingham and Nottinghamshire Integrated Care System (ICS) update following the ICS Board on 10<sup>th</sup> December. Please ensure this is cascaded to Governing Boards/Bodies, Management Teams and other key stakeholders and teams across your respective organisations. Minutes from the ICS Board meetings held earlier in the year are always published on the system's website – <https://healthandcarenotts.co.uk/about-us/ics-board/>

### Introduction

The Vice-Chair of the ICS, Jon Towler, welcomed the Board members to the meeting, the last of 2020.

Jon also welcomed a number of citizens and staff from across the system to the virtual Board meeting, streamed live on YouTube – reminding colleagues that the meeting was always held in public and all the papers for the meeting are available at <https://healthandcarenotts.co.uk/about-us/ics-board/>. Patients, citizens and staff from organisations across the system are always welcome to the Board to hear the discussions.

### Patient Story – Supporting Rough Sleepers in Nottingham

Jane Bethea, Consultant in Public Health, Nottingham City Council and Apollos Clifton-Brown, Director of Health and Social Care, Framework Housing Association presented an update on the work to support homeless citizens in Nottingham City during the pandemic.

The work to support homeless citizens, which has been summarised here: <https://healthandcarenotts.co.uk/more-than-30-rough-sleepers-rehomed-in-pioneering-scheme-to-support-homeless-in-nottingham/> has now supported more than 130 citizens and resulted in 36 people now being permanently housed. This work is being built upon to develop into the wider focus from City ICP on citizens with Severe or Multiple Disadvantage.

The Board strongly welcomed the update and congratulated the team on the excellent work. Two key next steps were identified – firstly to sustain this specific piece of work for this population, through the work of the ICP and secondly to take the broader learnings of collaborative and integrated working and seek to embed them more firmly in the three ICPs and PCNs.

### Covid-19 Pandemic Situation Update

Dr Andy Haynes, ICS Executive Lead, summarised the current position of the pandemic response and the impact on health and care services. Whilst the position has stabilised over recent weeks, hospital services remain under considerable pressure.

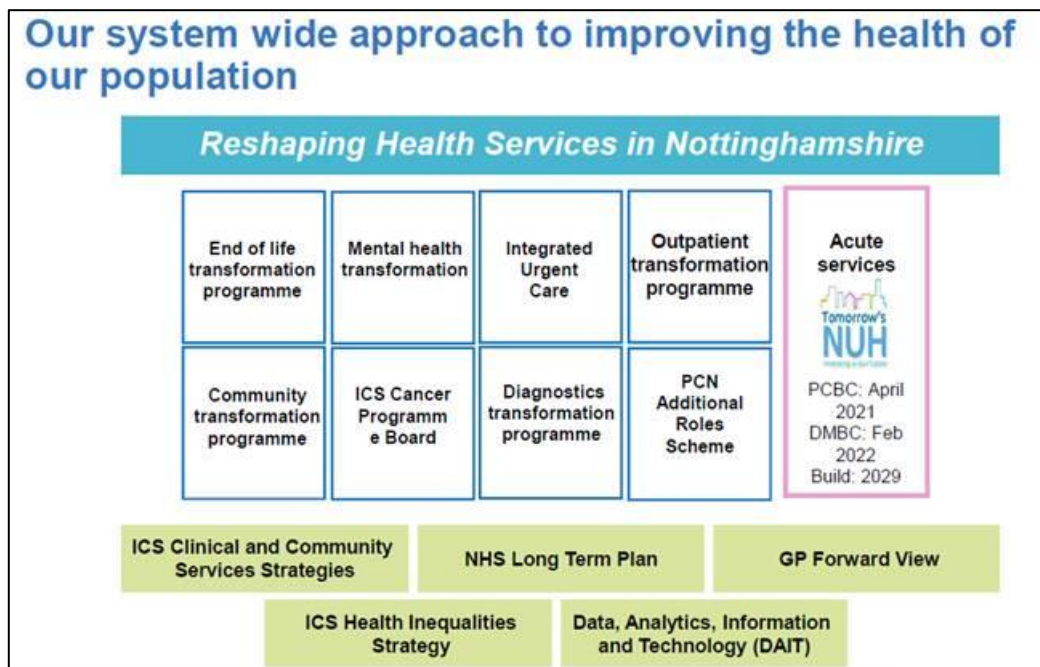
The position continues to evolve but based on that data reported at the Board, there were 416 beds occupied by Covid+ patients (at 24th November), which represents 40% more people with Covid in our hospitals than at the start of April in the peak of the first wave. There were 39 deaths in hospitals our area in the seven days to 3<sup>rd</sup> December – for comparison, the whole of July and August saw just two deaths. Detailed weekly updates using the publicly available information on the impact on health and care services can be found each Friday on the CCG's website here: <https://nottsccg.nhs.uk/news/>.

The Board has written to staff across the system to thank them for their hard work this year and the letter is appended to this briefing or can be seen here: <https://healthandcarenotts.co.uk/gratitude-on-behalf-of-our-population-for-your-on-going-efforts-and-hard-work/>

## Reshaping Health Services in Nottinghamshire

Amanda Sullivan, Accountable Officer, Nottingham and Nottinghamshire CCG and Tracy Taylor, Chief Executive, Nottingham University Hospitals Trust updated the Board on the 'Reshaping Health Services in Nottinghamshire' programme and its associated activities, 'Tomorrow's NUH' and the ICS's Clinical and Community Services Strategy.

The Government has committed to building 40 new hospitals through their "Health Infrastructure Programme" (HIP) and NUH has been earmarked as one of the recipients of this HIP funding. In order to secure this funding we need to show that we have a plan for how we will use it to improve the health and wellbeing of local people. Our plan to do that is called 'Reshaping Health Services in Nottinghamshire' which has a number of components as shown in this diagram;



The immediate focus is on the 'Tomorrow's NUH' strand of this work which draws upon the pre-existing thinking and strategies including the ICS's Clinical and Community Services Strategy, the ICS's Health Inequalities Strategy as well as the national direction set by the NHS Long Term Plan.

The work to develop a detailed set of proposals to Government for Tomorrow's NUH is ongoing through discussions with clinicians, patients and other stakeholders, informed by the Clinical and Community Service Strategy and supported by a cross-system Clinical Advisory Group. The current timeline indicates that a preferred set of options will be available in January 2021 with a public consultation being anticipated in the spring.

Through discussion the Board noted that it will be important to ensure that a clear distinction is drawn between system strategies and the specific NUH implementation proposals. The Board also requested a clear description of the proposals to ensure that they did not confuse

citizens in Mid Notts who might experience no or little change because of these proposals. And finally the Board requested a clear set of future discussions as the proposals were developed to ensure that the ICS leadership was fully up to speed.

### **System Level Outcomes Framework**

The ICS's joint leads for System Value Improvement, Tom Diamond and Helen Pledger presented the latest iteration of the ICS System Level Outcomes Framework. In simple terms, the Outcomes Framework sets out what difference will the ICS make to the citizens, patients and staff of Nottingham and Nottinghamshire in the future. Through collaborative work between analytical teams at the CCG, the NHS providers and local authority colleagues, 73 'measures' have been developed that can be reported on at varying frequencies across the year. This will enable a regular assessment of the impact of the work of the ICS. This update explored in more detail the way that the Outcomes Framework has been used to inform work on diabetes, the flu vaccination programme and on integrated discharge.

The Board welcomed the update and endorsed the approach, in particular valuing the positive impact on tackling Health Inequalities. The Board was also keen to see the Framework more front and centre in the ICS's planning and reporting and asked the System Executive Group to agree the next steps on that.

The next ICS Board meeting is scheduled for 21<sup>st</sup> January 2021.

***David Pearson,***  
***Independent Chair, Nottingham and Nottinghamshire ICS***

***Dr Andy Haynes,***  
***Executive Lead, Nottingham and Nottinghamshire ICS***

## Appendix: “Thank You” Letter to System Staff

Dear Colleagues

### **Subject: Gratitude, on behalf of our population, for your on-going efforts and hard work**

Ahead of what will no-doubt be a challenging period of winter pressures and as we continue to manage the impact of the second wave of Covid-19, we wanted to write to you to express the thanks of the ICS Board for all you’ve been doing and all you will do over in the coming months.

At the November meeting of the ICS Board, leaders from across the health and care sector were keen to express their gratitude, on behalf of our population, for your on-going efforts and hard work.

It would be impossible to describe all the excellent work that has gone on across our system in the last few months but we did want to touch on a few areas of joined-up system working and strong delivery that have really stood out.

The work to support our acute hospitals in times of pressure has been really strong – with contributions from ambulance colleagues, the community providers, social care teams and with coordination from commissioners, we have come together in times of acute need to make sure that our patients and citizens are well cared for. This mutual-aid approach is one of the quiet successes of our way of working that patients might not always see but that we know makes an enormous difference – we are one service and one system dedicated to their needs.

Despite media reports to contrary, general practice is definitely open and serving patients – October 2020 saw over half a million appointments in general practice. And these appointments were timely – just under half (46%) were on the same day or the next day from request, up from 44% for October last year. Thank you also for offering the flexibility in type of appointment that your patients want – with 58% of appointments still being face-to-face.

Finally, the speed with which colleagues from all across the system have come together to develop plans for the safe and effective roll-out of a Covid-19 vaccine is extremely impressive. Working at huge pace with rapidly changing requirements a tailored plan for Nottingham and Nottinghamshire is now coming into sharp focus. We are confident that this plan will take the nationally mandated elements of the roll-out and add to them a complementary set of local activities that will mean our vaccination programme will be a success.

As we’ve said before, the journey towards working as a “system by default” is irrevocable and one that will produce significant benefits for both the experience our citizens get from their health-and-care services and the financial sustainability of our provision of those services. The work ahead of us to deliver a Covid-19 vaccine and manage our way through a challenging winter period is considerable – but the experience of this year so far fills us with confidence that, together, we will be able to achieve what our patients and citizens expect of us.

Thank you again for all that you've done in the last few months and all that you will do in the upcoming period. We know you are working tirelessly and we would like you remind you that you are our most important asset. Please be kind to yourselves, look out for each other and use the services available if and when you feel the need for help.

Best wishes,

Andy Haynes  
Executive Lead  
Nottingham and Nottinghamshire ICS

David Pearson  
Independent Chair  
Nottingham and Nottinghamshire ICS