

Division(s):

CABINET – 15 OCTOBER 2019

UPDATE ON BUCKINGHAMSHIRE, OXFORDSHIRE, BERKSHIRE WEST (BOB) INTEGRATED CARE SYSTEM - PROCESS & MILESTONES

Report by Director of Adult Services

RECOMMENDATION

1. Cabinet are RECOMMENDED to note and discuss the information contained within this report.

Executive Summary

2. This document provides a description of how the future Integrated Care System (ICS) will work. It highlights some of the potential benefits to being part of an ICS with examples of success from other areas.
3. It also provides a summary of the progress that has been made within Oxfordshire and the timelines associated with the Buckinghamshire, Oxfordshire & Berkshire West (BOB) Integrated Care System Long Term Plan submission.

Introduction

From Sustainability and Transformation Partnerships to Integrated Care Systems

4. In 2016, NHS organisations and local councils came together to form 44 Sustainability and Transformation Partnerships (STPs) covering the whole of England. These partnerships were tasked with devising a Sustainability and Transformation Plan setting out practical ways to improve NHS services and population health in their local areas. As a result, the Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Partnership (BOB STP) was created.
5. The vision was that, in some areas, these partnerships would evolve to form Integrated Care Systems, with even closer collaboration. This would involve NHS organisations, in partnership with local councils and others, taking collective responsibility for managing resources, delivering NHS standards and improving the health of the population.
6. In April 2018, a group of twelve (plus two devolved health systems in Greater Manchester and Surrey) of the most mature partnerships evolved to become 'shadow' Integrated Care Systems'. NHS guidelines stated that in order to be considered for future Integrated Care Systems, other areas would need to be able to demonstrate strong leadership, a track record of delivery, strong

financial management, a coherent and defined population, and compelling plans to integrate care.

7. In June 2019, it was announced that three further areas would become Integrated Care Systems with Oxfordshire joining up with the already established Integrated Care Systems in Buckinghamshire and Berkshire West to form the Buckinghamshire, Oxfordshire and Berkshire West (BOB) ICS.
8. This latest announcement means that more than a third of the country's population is now covered by an ICS with the ultimate aim that every part of England will be covered by 2021.

Integration in Oxfordshire

9. In the past few years the Oxfordshire system has taken significant steps towards integrated working.
10. The recently revised and restructured Health & Wellbeing Board was designed to provide the foundation on which integration could be built. At the same time the Integrated System Delivery Board was created to sit underneath the Health and Wellbeing Board to accelerate the move towards integrated services.
11. As a system, there has been strategic-level discussion with the Growth Board about healthy place shaping - helping to put 'health' into planning to improve our population's wellbeing by tackling the causes of illness and the wider determinants of health.
12. Oxfordshire County Council has a long history of collaboration with the Oxfordshire Clinical Commissioning Group; we have a long-standing pooled budget arrangement that is amongst the largest in the country. This approach has matured further in recent years with agreements on priority areas for funding such as system flow.
13. Over the last few years, relationships and system working has improved with more joint decision making, this includes establishing a number of joint roles that sit across the two organisations. As a system we have undertaken significant joint working across organisations to tackle issues such as Delayed Transfers of Care.
14. By including Oxfordshire as part of the next wave of Integrated Care Systems, it is clear that the Department of Health has recognised the improved relationships and partnership working across the area.

Notable success from other areas

Gloucestershire

15. 100,000 extra GP appointments have been made available for patients backed up by extra home visits from paramedics and physiotherapists, and medication advice from clinical pharmacists based in GPs' surgeries.

West Yorkshire and Harrogate

16. It is estimated that the sharing of best practice care for people with atrial fibrillation will prevent nearly 200 strokes to 2021, saving £2.5 million in costs that the NHS will be able to reinvest elsewhere.

Dorset

17. A single care record has been developed for each of their 800,000 residents, allowing health and care professionals across the county to see the same information in real time.

The Buckinghamshire, Oxfordshire & Berkshire West ICS

18. The BOB ICS will cover a population of 1.8 million, three Clinical Commissioning Groups (CCGs), six NHS Trusts, 14 local authorities and 175 GP surgeries.



Fig 1. Map of Bob ICS

19. The partnership is made up of:
- (a) **6 NHS Trusts**
- Oxford University Hospitals NHS Foundation Trust
 - Oxford Health NHS Foundation Trust
 - Berkshire Healthcare NHS Foundation Trust
 - The Royal Berkshire Hospital NHS Foundation Trust
 - Buckinghamshire Healthcare NHS Trust
 - South Central Ambulance Service NHS Foundation Trust
- (b) **5 Local Authorities**
- Oxfordshire County Council
 - Buckinghamshire County Council*
 - Reading Borough Council
 - West Berkshire Council
 - Wokingham Borough Council

(c) 3 Clinical Commissioning Groups (CCGs)

- Buckinghamshire CCG
- Oxfordshire CCG
- Berkshire West CCG

(d) 9 District Councils

- Oxford City Council
- West Oxfordshire District Council
- Cherwell District Council
- Vale of White Horse District Council
- South Oxfordshire District Council
- South Bucks District Council*
- Aylesbury Vale District Council*
- Chiltern District Council*
- Wycombe District Council*

(e) 1 Academic Health and Science Network

- Oxford AHSN

* There will be one unitary council for Buckinghamshire from April 2020

20. An Independent Chair, David Clayton-Smith, and Executive Lead, Fiona Wise, are overseeing the creation of the oversight group which has been set up at the ICS level to continue the integration work.

The BOB ICS Five-Year Plan

21. The BOB Integrated Care System is working together to develop a five-year plan. It will describe how all partners within the ICS will work together locally and, when appropriate, together across the Buckinghamshire, Oxfordshire and Berkshire West area, to ensure current and future health and care needs are met.
22. In establishing the plan, the BOB ICS have started with current Health and Wellbeing Board strategies and the strategic plans of each organisation in the partnership – identifying common ambitions, challenges and opportunities that can be tackled together.
23. The plan will be published at the end of 2019. It will build on feedback received, describing how health and care priorities can be tackled and how ambitions set out in the NHS Long Term Plan will be delivered. This in turn will enable the Integrated Care System to:
- Deliver care that is fit for the 21st century – offering more services closer to where people live, tailoring care so that it better suits individuals' needs and making the most of technology
 - Recruit people into health and care jobs, offer new and exciting roles at all levels to help deliver our ambitions and keep our staff through more flexible and supportive employment opportunities

- Support people to live longer, healthier lives and treat avoidable illness early on
- Help people earlier rather than later, keeping them well and helping them to cope with any health and care needs at home or in the community, wherever possible
- Reduce health inequalities, including for our more deprived communities which see poorer outcomes and for groups who may be disadvantaged due to their characteristics (such as gender, race or disability) or their needs (such as poor mental health)
- Improve care quality and outcomes for stroke, cancer, mental health services
- Take advantage of the opportunities provided by world class research, technological and medical advances to provide more innovative, accessible and personalised health and care services
- Make best use of taxpayers' money, including getting value for money by doing some things such as procurement once and on a larger scale

Timeline

24. The table below sets out the timeline for the creation of the BOB ICS Five-Year Plan.

Date	Activity
9 September	Publish the document "Improving health and care in Buckinghamshire, Oxfordshire and Berkshire West" as the first step in developing the BOB ICS Five Year Plan
Late September	Publish a slide pack summarising the key points from the first draft of the technical submission to NHS England/NHS Improvement
Early October	Publish the full draft "technical submission" sent to NHS England/NHS Improvement – this will describe the responses to the deliverables required in the Long-Term Plan
1 November	Final technical document submission to NHS England/NHS Improvement
End November	Final plan published, following review by NHS England/ NHS Improvement
On-going	Continued engagement with communities and stakeholders

STEPHEN CHANDLER
Director of Adults Services

Contact Officer: Robert Winkfield
October 2019