

## Oxfordshire Place-base Partnership: Health and Wellbeing Board Update December 2024

### 1.0 BOB ICB Board meetings

The most recent BOB ICB Board meeting took place on 19 November 2024. The papers can be found on the [BOB ICB website](#). The next meeting will take place on 14 January 2025. Please see the website for papers.

### 2.0 BOB ICB Change Programme

BOB ICB is now in the implementation phase of its Change Programme and over the next three months we will transition to new working arrangements to implement our new [Operating Model](#).

The work we have done will allow the ICB to:

- focus on what we are uniquely placed to do as a system leadership organisation
- deliver our core functions effectively and efficiently
- build the right culture and behaviours to work well across our teams and in collaboration with all our partners.

The ICB, in line with national policy, is committed to Place development, Place partnerships and over time, the delegation of responsibilities to Place for service delivery, allocating and managing resource, as the local partnerships mature.

As part of the operating model, a named member of the ICB executive team will have responsibility for strengthening relationships and collaboration between the ICB and each Place Partnership. This will create a direct connection between each place and the ICB Board.

The Director of Place and Communities will be responsible for overseeing and leading the ICB's activity at place including budgets and resourcing, supported by three place focussed Associate Directors and the relevant joint commissioning leads. This approach aims to provide consistent and balanced support across our place partnerships.

### 3.0 BOB System Planning

Each year, the ICB and NHS Trusts go through an annual planning cycle, to set budgets, plan and prioritise activities and investments, as we seek to meet national standards and priorities across our organisations.

To support this, the ICB and NHS Trusts are required to submit specific operational and financial information to NHS England as part of the nationally co-ordinated NHS planning process.

As a system, we committed to learn from how we conducted this planning process last year and to identify opportunities for improvement. During July and August 2024, the NHS organisations in the BOB system undertook a structured review of the 2024/2025 planning round and identified a number of areas for improvement.

The core principles for our 2025/26 planning approach focus on moving the system towards breakeven, which we will seek to balance with quality and performance, agreeing as a system how best to do this. We recognise that this may require difficult decisions and trade-

offs in the short term, while we build our longer-term shared strategic direction and new commissioning approach.

The ICB Board has also published its aim and ambitions for longer term system planning of services for the next three five and 10 years.

[The full report is available on the BOB ICB website.](#)

#### **4.0 Change NHS – the 10 Year Plan**

National public engagement on the Government’s 10 Year Plan for the NHS was launched in October. The ICB has already promoted the new Change NHS through distribution of a media release, social media, on our website and information is available on how to get involved through [YourVoice](#) – our engagement portal.

A number of regional public events are taking place throughout the country and the South East event takes place in Folkestone on 1 December in Folkestone. Similarly, there will be NHS workforce events in each ICB area. The BOB event is on 25 February with invitations to a wide range of NHS employees across our geography.

The NHS national communications team have also developed a ‘workshop in a box’ for colleagues across the NHS to use locally with communities and staff. This was released to supplement the national work with local workshops. BOB ICB aims to run at least six ‘local’ workshops, focussing on Core20plus audience and disadvantaged communities.

In addition, we will run two workshop sessions across the ICB for staff in the New Year.

All feedback from our engagement work over the coming months will be channelled through to the national team but we will use the insight, along with that already gathered over the past two years, to inform the system planning process (see above).

#### **5.0 BOB Primary Care Strategy**

The BOB Primary Care Strategy sets out details of the ambition for a new model of primary and community-based care to streamline access, provide continuity of care for those with complex conditions and focus more on prevention.

In May 2024, the ICB Board ratified the final Primary Care Strategy and as the NHS reviews the ‘left shift’ of care into the community and addressing inequalities, the Primary Care Strategy will be key to delivering on that ambition.

A detailed update on the implementation of the strategy can be found in [the ICB Board papers.](#)

The report provides examples of work already being undertaken such as:

- Access to primary care, with two examples in Berkshire West
- Integrated Neighbourhood Teams in Buckinghamshire and Oxfordshire
- CVD prevention work with dentists across BOB.

#### **6.0 Winter vaccinations**

The winter COVID and flu vaccination programme is progressing across our system. We have good coverage of flu and COVID vaccination clinics across BOB, including targeted

support for those most at risk communities. We would particularly highlight the work Buckinghamshire Healthcare NHS Trust with their 'van on the move' which is focusing on increasing uptake of vaccinations in our women. We are also pleased that 43% of the eligible population who have been invited to get a vaccination for the respiratory syncytial virus (RSV) have received their vaccinations. All these vaccination efforts are a key component of our winter wellbeing programme.

The ICB's online Winter Health Hub [Winter health hub - Stay Well \(staywell-bob.nhs.uk\)](https://staywell-bob.nhs.uk) has information on seasonal vaccinations, NHS Choices, respiratory conditions and other topics, and is a one stop shop for all our winter advice and support.

## **7.0 Oxfordshire Place-based Partnership**

These following sections provide an update from our Oxfordshire Place-based Partnership.

### **7.1 Children and Young People**

In October, the Oxfordshire Local Area Partnership SEND Improvement Board heard from the Oxfordshire SEND Youth Forum. Representatives attended to give an overview of the work they've been doing to improve processes associated with SEND reviews. The Youth Forum also shared exciting plans to develop a guide of local provision that people have accessed and had very positive experiences. A full summary of the meeting and what it covered can be found in Steve Crocker's [blog](#) (independent chair).

Two critical areas for NHS colleagues to address and improve are the Neurodevelopmental and Integrated Therapies pathways. Despite innovations to increase capacity, such as Assistive Technology supported triage, and additional weekend clinic slots, demand on services continue to outstrip available capacity, resulting in excessive waiting times for assessment and/or treatment. However, with a greater focus on what is available to CYP and families from the point at which a need is identified, there are opportunities to support people at the earliest possible stage. This was a key talking point at the recent SEND Conversations that took place on 20 November. These interactive sessions take place on a termly basis and provide an opportunity for parents and carers to discuss all things SEND with Oxfordshire Local Area Partnership.

As the calendar year ends, commissioner and provider organisations embark on operating planning for 2025/26. Guidance is yet to be released from NHS England the Department of Health and Social Care, but there are some key activities in Oxfordshire that will impact on the SEND agenda, these include; the recommissioning of Children and Adolescent Mental Health Services (CAMHS), as well as updating service specifications for Special School Nursing and Children's Integrated Therapies.

### **7.2 Adult and Older Adult Mental Health and Wellbeing**

Key partners are collaborating to design, commission and deliver a new and improved mental health model of care in Oxfordshire for adults and older adults. We are exploring how the [Provider Selection Regime](#) (PSR) can be applied to enable the development of a partnership led by Oxford Health, as the NHS mental health prime provider. Our aim is to develop an integrated model of care and deliver the best outcomes and experiences with the funding available. We hope to learn lessons from the existing outcomes-based contract to take into our future model.

September's Joint Health Overview and Scrutiny Committee (JHOSC) will focused on current commissioned services and plans in adult and older adult mental health. Recommendations

from the committee will be considered for the new model of care and underpinning contract. Alongside recommendations from JHOSC, numerous surveys have been conducted with patients, carers and practitioners. Findings will help inform the priorities and phasing of work for the early stages of implementation from April 2025.

### **7.3 Urgent and Emergency Care**

Alongside our ICB Urgent and Emergency Care (UEC) funding a key component and enabler of delivering UEC for Oxfordshire residents is the Better Care Fund (BCF). We are about to relaunch a systemwide planning process with representation and contributions from a diverse range of organisations and sectors within Oxfordshire.

Findings from Health watch Oxfordshire's Hospital Discharge report have been shared with key stakeholder across health and social care (including the Oxfordshire Place Based Partnership). The report helped to further define and quantify some of the issues that experienced practitioners and leaders have cited for some time and shone a light on some newly emerging themes. To further capture resident views and experiences, the Oxfordshire Health and Social Care Connections roadshow has now come to an end. As part of this, throughout the year leaders from health and social care organisations attended 25 community events and stakeholder meetings, connecting with approximately 800 Oxfordshire residents, a write up will soon be available.

### **7.4 Prevention and Health Inequalities**

Following the shortlisting of two system projects for the prestigious Health Services Journal (HSJ) Awards in the category of Place-based Partnership and Integrated Care Award. Interviews took place with a judging panel in October and the awards ceremony happened on 21 November. Unfortunately, neither project won the award, but the process provided us with an opportunity to recognise and celebrate success through collaboration. Operating planning for 2025/26 will also incorporate prevention and health inequalities, an area which we are excited to progress and emphasise in line with the development of Oxfordshire as a Marmot County.

Daniel Leveson  
Oxfordshire Place Director  
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