



Board Briefing: 15 November 2022

Board Papers are available [here](#).

1. Chief Executive and Directors Report

Key points raised from the [report](#) include:

- The NHS remains under pressure at a national and local level given the task to recover services, deal with the pressure on the urgent and emergency pathways, the continuing impact of COVID-19 and the wider economic environment.
- Within Urgent and Emergency care our acute trusts remains at escalated levels due to demand levels, workforce shortages and the continuing level of COVID-19. Discharge and flow through the hospital remain key focus areas.
- COVID-19 positive in-patients in Buckinghamshire, Oxfordshire and Berkshire West (BOB) trusts peaked at 230 on 11 October and had reduced to 144 on the 28 of October.
- The BOB vaccination programme has scaled up to deliver the autumn COVID-19 booster programme. Increased capacity has been created in the mass vaccination centres, across primary care networks and in community pharmacy hubs to ensure we meet our ambitious targets.
- Results from the RCN ballot on strike action had recently been published. Within BOB the threshold for taking strike action was reached in four Trusts; Oxford Health, Oxford University Hospitals, Royal Berkshire and South Central Ambulance Services.
- Organisational change within the Integrated Care Board continues with work on both the structures and purpose of each of the directorates as well as those functions which we will need to establish as part of the transition between NHS England and the ICB. Whilst the recent change in Senior Leadership has given us pause to consider our approach to the planned change, we continue to work through establishing how teams will work together in the context of corporate portfolios and place-based functions.
- Primary Care Network (PCN) Enhanced Access arrangements went live on 1 October. Designed to improve and standardise access to general practice, groups of practices working as networks will provide a range of enhanced access appointments between the hours of 6.30pm to 8pm Monday to Friday and 9am to 5pm on Saturdays. This is positive and aims to reduce variation but requires open communication with the public because it does not mean all practices will be open during these times.

2. Operational Planning Performance review, Quarter

Like many areas across England, the BOB system continues to be under considerable pressure. [Performance](#) is affected by physical capacity constraints, workforce shortages and the continuing level of COVID-19 positive cases. In urgent and emergency care we are seeing increased numbers at the front door of A&E with higher attendances than the same period last year and more arrivals via ambulance. Winter plans are in place across BOB to alleviate pressure.

In elective care, we continue to have high numbers of patients waiting for elective/planned treatment, however our total waiting list and the numbers waiting over 52, 78 and 104 weeks respectively are lower than expected.

We are experiencing workforce shortages within mental health and learning disability services which is affecting us meeting our targets. In Primary Care appointment numbers remain higher than expected while also maintaining the ratio between face-to-face and telephone/virtual appointments. There is severe pressure on access due to demand and

workforce shortages; however, progress is being made with recruitment to additional roles to support GP practices and the implementation of enhanced access over the winter period.

Our biggest area of concern within BOB is in cancer care. Across the Southeast we have the highest number of patients waiting over 62 days (>1000) for treatment as well as the highest proportion of patients on our waiting list waiting over 62 days (c.14%). Additional funding is being put into reducing these waits along with recruitment of additional clinical and support staff.

3. Maternity: Initial response to 'Reading the signals - Investigation into maternity and neonatal services in East Kent' by Dr Bill Kirkup

This [paper](#) gave a brief overview of The Local Maternity and Neonatal System (LMNS) work underway in response to the report '[Reading the Signals](#)' and the status of maternity and neonatal services in the BOB system.

The report details significant failings at Queen Elizabeth, The Queen Mother Hospital in Margate and the William Harvey Hospital in Ashford, Kent. As a result, NHS England (NHSE) have asked all Trusts and ICBs to review the findings of the report and outline the actions being taken and the assurance mechanisms in place to respond to the recommendations within the report.

In addition, there is a recommendation for the culture and practices of staff within maternity and neonatal services to be rigorously assessed and challenged where necessary. A more detailed report will be presented to the BOB Population Health and Patient Experience Committee, outlining the assurance against the actions being taken and areas for improvement across all three providers before a further report is presented to the ICB in January 2023.

4. Finance Report

The BOB Integrated Care System's (ICS) is overspent by £6.6m in month to reach a year-to-date (YTD) variance adverse to plan of £38.3m. The ongoing overspend has continued approximately in line with trend. Financial pressure is increasing on all providers, particularly acute trusts and the acute services of integrated trusts as they deal with significant pay costs with the use of agency/locum staff increasing.

The ICB has continued to overspend, but at a much-reduced rate (£0.2m in month, £8.5m YTD). The ICS system wide savings target of £22.0m still needs to be delivered; work continues to develop a savings plan.

5. Integrated Care Partnership and development of an Integrated Care Strategy

The Integrated Care Partnership (ICP) is a joint committee of the local authorities and the ICB coming together with other partners to set a common direction of travel to improve health and wellbeing for people living and working across the BOB ICS area.

Since the ICB Board met in September the ICB Chair has continued to work with the leaders and nominated ICP members from the local authorities. This has resulted in a revised draft of the [Terms of Reference](#) and confirmation of a Chair and Deputy Chair. The chair is Councillor Jason Brock, Leader Reading Borough Council and the Deputy Chair is Councillor Angela Macpherson, Deputy Leader Buckinghamshire Council. Work is in hand to set dates for the ICP to meet to support the development of an Integrated Care Strategy (ICS) and appoint the wider membership.

The ICS strategy will set the direction for the whole of the system based on the needs of the population, to deliver more joined up, preventative care for people through their lives and reduce disparities in health. The strategy will complement existing plans, including health and wellbeing strategies. There will be a period of public engagement across BOB to ensure patient and public input to the developing strategy.

6. Next meeting

The next Board meeting in public is 17 January 2023.