

HEALTH AND WELLBEING BOARD



TO:	Health and Wellbeing Board
FROM:	Claire Richardson, Director of Health and Care Integration, Blackburn with Darwen
DATE:	Wednesday 19 June 2024

SUBJECT: Blackburn with Darwen Place Based Partnership and Lancashire and South Cumbria Integrated Care Board Update June 2024

1. PURPOSE

This paper provides the Health and Wellbeing Board with an update on the delivery programme of the Place Based Partnership (“PBP”) arrangements for Blackburn with Darwen. It intends to ensure that the Health and Wellbeing Board are fully sighted on our progress during the development and subsequent phases of the partnership arrangements. It also includes a brief summary of areas of work that have been undertaken since the last report to the board.

The report also provides Health and Wellbeing Board members with an update from the Lancashire and South Cumbria Integrated Care Board (ICB).

2. RECOMMENDATIONS FOR THE HEALTH AND WELLBEING BOARD

The Health and Wellbeing Board is recommended to:

- a) Note the update provided in this report on the development of the Blackburn with Darwen Place Based Partnership and the collaborative delivery that is underway to integrate health and care for the residents of Blackburn with Darwen
- b) Note the update with regards to the Lancashire and South Cumbria Integrated Care Board.

3. BACKGROUND

The Health and Care Act 2022 introduced radical changes to the NHS health and care commissioning landscape, the key change being the formal creation of Integrated Care Systems across the country. They are made up of two parts – an Integrated Care Board (ICB) which is an NHS organisation with responsibility for allocating the NHS budget and commissioning services for the population, taking over the functions previously held by clinical commissioning groups (CCGs) and an Integrated Care Partnership (ICP) which is a statutory joint committee of the ICB and local authorities in the area.

Within the Lancashire and South Cumbria Integrated Care System, it has been agreed that there will be four “places”, where commitment has been made to grow and support thriving PBPs, aligned to Upper Tier Local Authority boundaries - Blackburn with Darwen, Blackpool, South Cumbria and Lancashire.

4. RATIONALE

The approach to collaborative planning and delivery of health and care services, through a Blackburn with Darwen Place based Partnership, provides an opportunity to strengthen the Health and Wellbeing Board's influence in prioritising prevention of ill health and ensuring joined up provision of high-quality community services; promoting integrated funding/ commissioning to ensure best value and deliver improved outcomes.

5. KEY ISSUES

Blackburn with Darwen Place-based Partnership update

Blackburn with Darwen continues to build on its long history of joined up working, re-setting its arrangements through the development of the Place Based Partnership, including refreshing ambitions and priorities, a leadership development programme for system leaders and facilitating delivery of joined up service provision to meet the needs of our communities.

Key areas of focus for the PBP over recent months are now outlined in this report.

Key delivery achievements from 2023-2024

Work is underway to pull together a short annual report summarising the key pieces of PBP delivery from 2023-2024, it is anticipated that this will be completed in June. A summary of the key achievements identified so far is outlined below.

- Review and refresh of neighbourhood working arrangements
- Developed Intermediate Care at Albion Mill
- Approval of community services (adults and CAMHS) transaction proposal and business case.
- Mobilisation of community mental health transformation programme – including collaboration on Lancashire and South Cumbria ICB mental health commission for voluntary, community, faith and social enterprise services
- Supported development of key BwD strategies – carers, learning disability and autism “Big Plan” refresh, mental health wellbeing and suicide prevention
- Led on public engagement to promote service awareness and gain insight into residents’ needs and behaviours
- Innovative delivery of flu vaccines; coordination of response to MMR vaccination
- Supported a co-ordinated response to urgent and emergency care system pressures over winter
- Development of successful funding bids – Work Well Programme; Urgent and Emergency Care (UEC) programme, which will support the delivery of innovative service models across Blackburn with Darwen.

Delivery in focus - agreed next steps for our Integrated Neighbourhood Teams

At their meeting in March 2024 the Health and Wellbeing Board received an overview of the Neighbourhood review and the proposals to evolve integrated neighbourhood working. The BwD neighbourhood review included a set of recommendations for both development and delivery.

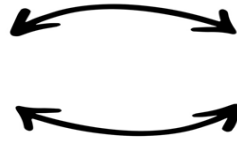
This update focuses specifically on plans to re-energise the delivery element of Integrated Neighbourhood Teams, with a further update to be provided on the development of our Primary Care Neighbourhoods (PCNs) in September, following engagement and co-production with elected members and clinical leads.

Refreshed roles and responsibilities have now been agreed which will ensure all key partners are clear on how the different aspects of our neighbourhoods will work together, outlined below.

Development

Primary Care Neighbourhoods

- Shared leadership
- Take a view on how people in a neighbourhood receive and access care
- Develop strategies, initiatives and ideas for neighbourhood development
- Reviewing health data to agree priorities and work together to deliver change
- Agree how resources are mobilised
- Make sure priorities are delivered and improve things for people



Delivery

Integrated Neighbourhood Teams

- Provide joined up care by bringing all services together
- Share knowledge to identify gaps in service provision
- Work with Primary Care Neighbourhoods to ensure people and communities are involved in service design and delivery
- Identify people who need support to ensure they remain healthy, happy and well
- Ensure when people do require urgent care that they are supported in the best way

A high-level action plan to develop our neighbourhoods further has been developed which includes:

Refresh	Refocus
<ul style="list-style-type: none"> • Define the purpose and vision for integrated neighbourhood teams. • Refresh the neighbourhood operating model. 	<p>Proactive Care:</p> <ul style="list-style-type: none"> • Earlier intervention including risk stratification and case finding. • Establish alignment to PCN delivery plans. • Holistic approach to ensure connection to wider neighbourhood offer. • Prevention of long-term conditions through increased uptake of all health checks • Support people to remain safe at home by improving connection to step up community-based support, intermediate care at Albion Mill, Virtual Wards, Intensive Home Support Services, and 2-hour urgent community response. <p>Personalised Care:</p> <ul style="list-style-type: none"> • Embed person centred care and consistency across the system. • Community activation and empowerment. • Ensure service provision reflects the needs of the population including delivery in alternative settings.
Reconnect	Re-energise
<ul style="list-style-type: none"> • Ensure we are maximizing existing assets and referral pathways. • Streamline referral pathways and assessments by improving integrated working. • Review and identify gaps in neighbourhood relationships/ referral pathways. 	<ul style="list-style-type: none"> • Explore unmet need in our population. • Develop an integrated outcomes framework to ensure we can collectively demonstrate improved outcomes. • Re-imagine and identify opportunities for development of neighbourhoods.

Transforming community care

In line with the ambition to have a world class, all age, community centric, integrated care system, and specific objectives of the ICB's children and young people's mental health transformation programme and transforming community care programme, a proposal has now been developed to transfer two key services, Blackburn with Darwen and East Lancashire child and adolescent mental health services (CAMHS) from East Lancashire Hospitals Trust (ELHT) to Lancashire and South Cumbria Foundation Trust (LSCFT) and Blackburn with Darwen adult physical health community services from LSCFT to ELHT. This has been a key piece of work driven by the Place-based Partnership and is intended to have a number of benefits.

For our residents:

- More people will have access to help, advice and support when they need it
- People will get more help and support in the community to help them remain at home
- Support will be more co-ordinated and less fragmented, making it easier to navigate and get the right support at the right time
- As a result, people's experience of care will be improved

For our system:

- Improved patient outcomes and experiences by reducing fragmentation and creating a more resilient service offer;
- Equalising opportunities and clinical outcomes across Lancashire and South Cumbria;
- Improving quality, safety and clinical outcomes through a reduction in unwarranted variation in provision.

The intention of these transfers is to realign clinical service provision to the provider with the respective specialist physical health or mental health expertise with the aim of supporting improved outcomes for patients and wider clinical integration benefits realisation.

A programme of communication and engagement for both service users and staff is now underway, as are plans to mobilise the services in time for the anticipated transfer date of 1 July 2024.

Key delivery priorities for 2024-2025

The Place-based Partnership is currently identifying and agreeing key delivery priorities for the coming year, these will be outlined for the Health and Wellbeing Board at their meeting in September. These priorities are likely to include:

- Continued deep engagement with our communities with a focus on working with them to improve health and wellbeing
- Agreeing and delivering improvements in a small number of health improvement priorities
- Deliver the evolved model for Integrated Neighbourhood Teams – focused on proactive identification and support to keep people safe and well at home
- Effective transfer of adult physical health community services and child and adolescent mental health services to their new providers
- Delivering our Getting to Outstanding End of Life Care plan – early identification and advance care planning, all age focus, improving access to bereavement support and ensuring timely and coordinated access to support
- Development of transformed model for intermediate care – shifting our focus towards enablement and supporting people to remain as independent as possible, for as long as possible – co-production of model with residents and service users
- Reviewing how we jointly commission packages of care and support for adults and children who need health and care support
- Working across Blackburn with Darwen and East Lancashire to deliver the urgent

and emergency care action plan

Lancashire and South Cumbria Integrated Care Board Update

This update provides an overview of the continued development of the NHS Lancashire and South Cumbria Integrated Care Board and offers some key updates that are particularly relevant to the work of the Blackburn with Darwen Place-based Partnership.

New children's mental health contracts

The ICB has awarded new contracts to four providers to deliver children and young people's mental health and emotional wellbeing services. In September 2023, the ICB invited providers to bid for the following contracts as part of a competitive tender process:

1. THRIVE getting help, therapeutic one-to-one and counselling support
2. Peer support
3. Parenting support
4. ADHD support
5. Digital support

Following a robust evaluation and moderating process, the successful providers were Barnardo's, Spring North, ADHD North West and Kooth (commissioned jointly by the ICB, Blackburn with Darwen Borough Council, Blackpool Council, Lancashire County Council and Westmorland and Furness Council).

Primary Care - Improving access to community pharmacy programme

The ICB with partners have been working to improve access and uptake of community pharmacy services and a number of advance services that are now on offer including:

- Pharmacy First
- Hypertension case finding
- Oral contraceptive service

The Pharmacy First service has now been successfully implemented across the ICB, providing better access to community pharmacy services for the population and reducing GP and emergency care appointments. The uptake in terms of GP referrals has been particularly positive in Blackburn with Darwen.

Next steps

- Work with place colleagues to encourage those GP practices who are not using the service to start to refer patients.
- Use the data to identify which conditions are being presented at the pharmacy to assist with general information sharing (comms) about those conditions.
- Move towards promoting both the hypertension case finding and oral contraception service ready to support winter pressures.

Dental access and oral health improvement programme

As a result of local and national initiatives we are seeing an increase in dental access for our local population. The ICB has recently approved new initiatives and pilots across Lancashire and South Cumbria to deliver a dedicated Dental Access and Oral Health Improvement Programme to make improvements to dental care access across Lancashire and South Cumbria, alongside improving oral health by:

- Using objective measures to help prioritise which areas of Lancashire and South Cumbria are in most need of dental access and oral health support.
- Aiming to improve dental access and reduce oral health inequalities across Lancashire and South Cumbria.
- Taking advantage of a wider approach to integrate primary care services in neighbourhoods.

The new initiatives that will be implemented over the coming months will:

- Continue to secure access to urgent dental care for those in immediate need of support, such as dental pain.
- Target routine care for the most vulnerable patients who require a check-up and any follow up care to make sure they are orally fit.
- Promote oral health improvement measures aimed at supporting the population to maintain good oral health

Urgent and emergency care draft strategy

The purpose of this strategy is to guide how we transform our urgent and emergency care services over the next five years to enable people to easily access the right care and support which meets their needs. It describes our challenges and the opportunities for the future; it sets out our vision and priorities. The actions core to this strategy are:

- Expanding and transforming services in the community to help people stay well and deliver urgent care closer to home.
- Eliminating unfair and unwarranted variation between what services are available and how they operate in different parts of Lancashire and South Cumbria.
- Making sure that services have the right capacity to meet the needs of our population and support our New Hospitals Programme.
- Future-proofing our services so they are safe, resilient and affordable in the long term and provide high quality care with the best health outcomes for our population.

This first draft of the strategy has been developed with system partners, engagement with patients, as well as national strategy, targets and guidance. Members of the Blackburn with Darwen Place-based Partnership have received and commented on the emerging draft.

ICB performance update

Performance improved during the last reporting period with key national initiatives being met. On the whole, performance across the ICB continues to compare well with that of the North West and nationally. The following summary of key performance metrics has been taken from the performance report for the board meeting on 15 May.

Area	LSC ICB position	BwD position
<i>Elective Recovery</i> (the approach of increasing the volume of planned consultations and procedures to tackle the backlog of waiting times)	<ul style="list-style-type: none"> • Growth in overall number of patients waiting appears to have slowed and plateaued although the number of patients waiting remains high • 65+ week waiters are reducing although the ICB position is above its original planning trajectory • Independent Sector and NHS out of area providers account for over 20% of our long (65+ week) waiters • Performing well above average for day-case procedure rates 	<ul style="list-style-type: none"> • Zero people waiting 104+ weeks • 3 patients waiting 78+ weeks • 265 patients waiting 65+ weeks • 1420 patients waiting 52+ weeks
<i>Diagnostics</i> (tests or procedures used to identify a patient's disease or condition)	<ul style="list-style-type: none"> • Performance in February 2024 has improved significantly over the previous month and now stands 74.9% for the 4 main providers and 75.9% for L&SC ICB • Performance is below North-West and National performance • Increasing waiting list, which may put pressure on future performance 	<ul style="list-style-type: none"> • There is now relatively strong performance for 6 weeks waiters in diagnostics in both East Lancashire Hospitals 93.9% • Data not reported at BwD level
<i>Cancer</i>	<ul style="list-style-type: none"> • In February 2024, all four local hospital trusts met the faster diagnosis standard 	<ul style="list-style-type: none"> • ELHT 83.2% met faster diagnosis standards (target 75%)

	<ul style="list-style-type: none"> The number of patients waiting over 62-days for cancer treatment reduced in March and remained ahead of trajectory (358 actual vs 514 plan), though no providers met the 62-day to first treatment standard. 	<ul style="list-style-type: none"> ELHT 70.4% met 62 day target (target 85%) Data not reported at BwD level
<i>Urgent and Emergency Care</i>	<ul style="list-style-type: none"> System performance against the 4hr target in March 2024 was 76.05%, which was an improvement on the previous month and resulted in L&SC ICB achieving the national 4hr target. L&SC ICB performed better than the North West and national average. The percentage of patients spending more than 12 hours in an emergency department deteriorated but remains better than the North West position. 	<ul style="list-style-type: none"> ELHT outperformed the target against the 4 hour standard
<i>Mental Health</i>	<ul style="list-style-type: none"> The number of out of area bed placements continue to be high The dementia prevalence target continues to be met with L&SC ICB being above the national position, but now lower than the North West figure. The number of people receiving a health check on a Learning Disability (LD) register for L&SC ICB is below both the regional and national positions but is increasing in line with plan. The latest access figure for Talking Therapies shows that L&SC ICB has now moved out of the lowest quartile with significantly improved performance. 	<ul style="list-style-type: none"> Data not reported at BwD level for out of area placements 66.4% dementia prevalence (lower than Blackpool and Lancashire places, data not reported for South Cumbria) 59.9% of people registered with LD receiving a health check (lower than Blackpool and Lancashire places, data not reported for South Cumbria) Data not available at BwD level for Talking Therapies
<i>Primary Care</i> (services that provide the first point of contact in the healthcare system, acting as the 'front door' of the NHS, including general practice, community pharmacy, dental, and optometry services)	<ul style="list-style-type: none"> In February 2024, general practice in L&SC delivered a volume of appointments in line with our planned expectations. The L&SC rate of general practice appointments per 10,000 population remains below the national average. The proportion of general practice appointments offered within 2 weeks and the proportion of same day appointments are in line with national averages though there are variations at sub-ICB level. General Practice Doctor workforce FTE per 10,000 weighted patients remains well below regional and national averages. 	<ul style="list-style-type: none"> Appointment data not reported at BwD level BwD general practice is performing well in relation to hypertension case finding Uptake of seasonal flu vaccine is lower than Blackpool and Lancashire places (data not reported for South Cumbria)
<i>Children and Young People</i>	<ul style="list-style-type: none"> The levels of smoking at time of delivery are higher than national levels 	<ul style="list-style-type: none"> 8.02% (lower than Blackpool and Lancashire places, data not reported)

<ul style="list-style-type: none"> The population vaccine coverage (MMR) for children under 5 continues to be above both the regional and national figure. 	<ul style="list-style-type: none"> for South Cumbria) 85.05% (lower than Blackpool and Lancashire places, data not reported for South Cumbria)
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A more detailed report of performance can be found in the Integrated Performance Report, published as part of the ICB Board meeting papers for 15 May 2024.

System recovery and transformation

The System Recovery and Transformation Board met on 22 April to review proposals for the Lancashire and South Cumbria Integrated Care System’s (ICS) recovery and transformation priorities.

This will provide improvements for 2024/25 and enable the system to make progress against the 2024/25 financial recovery plan and in future years. The plan focuses on:

1. Reducing waste and duplication
2. Improving quality
3. Transforming services to meet the needs of the people we serve.

A Recovery and Transformation Programme Board will commence in May, chaired by the ICB’s chief finance officer, to oversee delivery plans and track progress through a number of key measures of performance.

This will build on the good progress in 23/24 establishing the foundations for some of the recovery and transformation projects and assurance framework and provide more coherence between the ICB and Provider Collaborative Board, and between ICB and Trust savings plans, as we seek to deliver better use of resources while improving quality and outcomes at the same time.

6. POLICY IMPLICATIONS

Driving integration, the key remit of the Place-based Partnership is an ambition which aligns with the key statutory functions of the Health and Wellbeing Board as well as setting the strategic direction to improve health and wellbeing (Department of Health and Social Care (2022) Health and Wellbeing Boards – Guidance. Available at: [Health and wellbeing boards – guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/health-and-wellbeing-boards-guidance)).

7. FINANCIAL IMPLICATIONS

There are no financial implications resulting from this report. The financial matters of the ICB that are referenced within this report are subject to relevant management within their own organisation.

8. LEGAL IMPLICATIONS

There are no legal implications resulting from this report. The legal issues connected with the transfer of services between ELHT and LSCFT (as reported in this update paper) are subject to relevant management within the ICB and respective Trusts.

9. RESOURCE IMPLICATIONS

There are no resource implications resulting from this report.

10. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below.

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision.

Option 3 In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision.

11. CONSULTATIONS

Members of the Health and Wellbeing Board have been engaged as part of the Place-based Partnership development and will continue to receive regular updates in regards to the delivery of key health and care integration work programmes.

VERSION:	0.1
CONTACT OFFICER:	Philippa Cross, Associate Director Place Development and Integration, Blackburn with Darwen
DATE:	20.05.2024
BACKGROUND PAPER:	Place-based Partnership Update Report March 2024 Place-based Partnership Update Report June 2023 Place-based Partnership Update Report March 2023