



Integrated Care Board Board Meeting in Public – 7 June 2023

Title of paper	Chief Executive's Report		
Agenda item	6	Date of meeting	7 June 2023
Lead	Maggie Maclsaac, Chief Executive	Clinical Sponsor	N/A
Author	Maggie Maclsaac, Chief Executive		
Purpose	To receive a report from the Integrated Care Board's Chief Executive		

Executive Summary	
This paper represents the latest report from the Hampshire and Isle of Wight Integrated Care Board's Chief Executive and includes an overview of key national and Hampshire and Isle of Wight developments.	
Recommendations	The Hampshire and Isle of Wight Integrated Care Board is asked to receive and note the report from the ICB Chief Executive.
Please provide details of the risks associated with the subject of this paper (x-reference to the Board Assurance Framework)	Not applicable

Regulatory and legal implications (e.g. NHS England/Improvement ratings, Care Quality Commission essential standards, competition law etc)
No direct implications
Financial implications / impact (e.g. cost improvement programmes, revenue/capital, year-end forecast)
No direct implications
Specific communications and stakeholder/staff engagement implications
No direct implications
Patient / staff implications (e.g. linked to NHS Constitution, equality and diversity)
No direct implications
Equality and quality impact assessment
No direct implications
Data protection impact assessment
No direct implications

Previous considerations by the Board
A report from the ICB Chief Executive is presented at every Board meeting.
Background papers / supporting information
Not applicable

Hampshire and Isle of Wight Integrated Care Board

Chief Executive's Report

1. Patient Choice programme

Plans to give patients more choice and greater control over their own care were [recently announced](#) by Steve Barclay MP, Secretary of State for Health and Social Care on 25 May 2023.

Across the Hampshire and Isle of Wight Integrated Care System footprint, our partnership working is being strengthened to improve patient choice, in-line with the ambitions and actions set out in the [Elective Recovery Plan](#) and in the recent [letter from NHS England](#) on next steps.

2. Primary care access

Access to primary care continues to improve across Hampshire and Isle of Wight, with latest figures published by NHS Digital showing that 990,958 appointments were held locally in March alone. This is an increase of more than 125,000 appointments compared to February 2023. Almost two thirds of appointments held in March were face-to-face, with 42.5 per cent of those being same day appointments. Last month the Government published a recovery plan for primary care and we are taking this important work forward.

3. Hewitt Review on accountability of Integrated Care Systems

In December 2022 the Secretary of State for Health and Social Care, Steve Barclay MP, appointed Rt Hon Patricia Hewitt to consider the oversight and governance of Integrated Care Systems (ICSs). This [review](#) was published in April 2023 and made a number of recommendations. We welcome the review and await the response to the recommendations and next steps.

4. Update on Hampshire Together

On 25 May 2023 the Government [announced](#) the next stage of its plans and funding for the New Hospitals Programme (NHP). We welcome the continued commitment to a new hospital for our region and await further details.

We continue to work in partnership with colleagues, partners, stakeholders, patients and the public in north and mid Hampshire to plan for a new hospital and there will be many more opportunities for everyone involved to contribute.

5. Update on Hampshire and Isle of Wight Integrated Care Board progress and priorities

As we approach a year since Hampshire and Isle of Wight Integrated Care Board (ICB) came into existence, it is timely to share an update with the board on our progress and priorities for the coming period.

When our ICB was established in July last year it became the statutory organisation responsible for setting the strategic plan for the NHS to deliver its part of the health and care strategy, allocating NHS resources and working through our places and

transformation programmes to ensure the right services are delivered to people in our communities.

The ICB sits within our Integrated Care System, in which partners continue to work closely to better join up health and care services to improve the health and wellbeing of people in the communities we serve.

Health and care partners across Hampshire and Isle of Wight have a long history of working together and with our population. We remain united in our vision to enable people in our communities to live healthier, longer lives.

5.2 Prevention, innovation and tackling health inequalities

Since our Integrated Care Board came into being we have begun the journey of significant transformational change, working closely with partners across Hampshire and Isle of Wight to ensure greater efficiency and long-term sustainability of services.

We have developed programmes that will have immediate, direct and positive impacts for patients. For example, we have launched a pilot programme designed to tackle high blood pressure by providing free home monitoring machines that enable patients at risk to monitor their own blood pressure. This has the potential to save the NHS many millions of pounds by diagnosing high blood pressure early and treating it before it becomes a costly problem that blights peoples' lives.

Thousands of face-to-face, same day assessments have been held for patients with suspected acute respiratory infections thanks to 11 Acute Respiratory Infection (ARI) hubs in our communities. Patients are triaged by the GP practice or 111, and those with the most severe symptoms are escalated to hospital. Where appropriate patients can remain at home with support to monitor their own condition. Thanks to the hubs, more patients are receiving the care they need in a timely way, in turn helping to ensure services are more resilient and easing pressure on Emergency Departments.

Meanwhile more than 1,700 patients in our communities have received hospital-level care in their own home thanks to virtual wards across Hampshire and Isle of Wight. These patients have received care in "virtual beds" for health concerns ranging from falls to respiratory conditions. Virtual wards enable healthcare professionals to provide support and treatment to eligible people in the community, who would otherwise be in a hospital bed. It means these patients receive the care they need in their own home, or can continue their treatment at home following a stay in hospital where appropriate. We are proud to have the highest virtual ward capacity compared to all other Integrated Care Systems across south east England. This successful scheme continues to roll out across our communities.

Continuing in the spirit of collaborative working, teams from several partner organisations are working together to extend our innovative falls and frailty service designed to help patients avoid admission to hospital by going to their home and treating them there. Working from a specially designed vehicle that carries all the equipment the skilled staff need, they visit an average of five patients a day and ensure that on average four of them avoid an unnecessary trip to hospital.

5.3 Strategy, transformation and recovery

While we can be proud of what we have achieved to date, there is more to do. We face some significant challenges including complicated service pathways and unacceptable variation of services in some areas and we are not in financial balance.

We are working hard, with local health and care partners, to address these challenges. We are, for example, creating a single community and mental health provider for Hampshire and the Isle of Wight to tackle the current fragmentation of these services. This will be an initiative of major benefit to patients particularly in the increasingly important area of mental health.

A major priority for our organisation over the next 18 months is addressing our system-wide deficit, bringing our system back into balance and ensuring that collectively we live within our means. There are many aspects to the explanation for our deficit, including:

- A larger than average number of older people with multiple health conditions and complex health needs
- Increasing workforce pressures
- The costly duplication of some of our services
- Significant fragmented service provision

There is one major factor that accounts for a large slice of our deficit and that is the provision of comprehensive health services to a large, geographically isolated population on the Isle of Wight, which comes at a premium. While providing services to an island population which varies dramatically between the summer and winter months is particularly demanding and costly, it is essential that we continue to provide comprehensive health and care services to residents on the Isle of Wight. How do we do this? The solution requires nothing less than the complete transformation of health and care services, across Hampshire and the Isle of Wight, to ensure efficiency, high quality and long-term sustainability.

The Integrated Care Board is taking a lead in cutting the system-wide deficit by making its own efficiency savings in each of the next two years. Our people are working differently, including working in even more close partnership with our partners across the local system.

By April 2024 we will cut our own running costs by 20% and by the following April we will reduce our costs by a further 10% meaning that three years in from its launch the ICB will be a leaner, more efficient organisation with costs 30% lower than they are now. In the coming weeks, more than 60 people will leave our organisation, having decided to take advantage of our mutually agreed resignation scheme.

The drive for efficient, high-quality services means:

- We are continuing to reduce inequalities to improve outcomes and enable people to live longer, healthier lives
- We are continuing to work in partnership to reduce the demand for urgent care by increasing our focus on avoiding unnecessary hospital admissions
- We need to get people into hospital quickly when they really need hospital treatment
- And we need to get them home again as soon as they are ready to go home

5.4 Help on the journey

Our partnerships are already well established and we are working with our people and our communities on this journey of transformation, working collaboratively across Hampshire and Isle of Wight.



Colleagues in NHS England at regional and national level are thoroughly supportive and we have recently sought assistance from the national Recovery Support Programme. This offers an experienced system improvement director who can draw on an expert multidisciplinary team to give focused support to NHS organisations facing complex challenges. It helps to embed improvement by addressing the underlying drivers of the problems in those parts of the system that hold the key to improvement. It also provides knowledge and skills transfer that ensures long-term sustainable capability within the system.

5.5 Conclusion

Change will not happen overnight. But transformation is already underway and is making a real difference to the lives of people in Hampshire and the Isle of Wight. We are absolutely committed to delivering on our transformational change agenda to ensure greater efficiency and long-term sustainability of services. Our Integrated Care System is developing a detailed plan and we aim to deliver run-rate breakeven by month 18.

A huge thank you to all of our teams who do their very best for our local populations, every single day. We are incredibly grateful for their continued hard work as we work to transform services for the benefit of our communities.