

Meeting of ICB Board

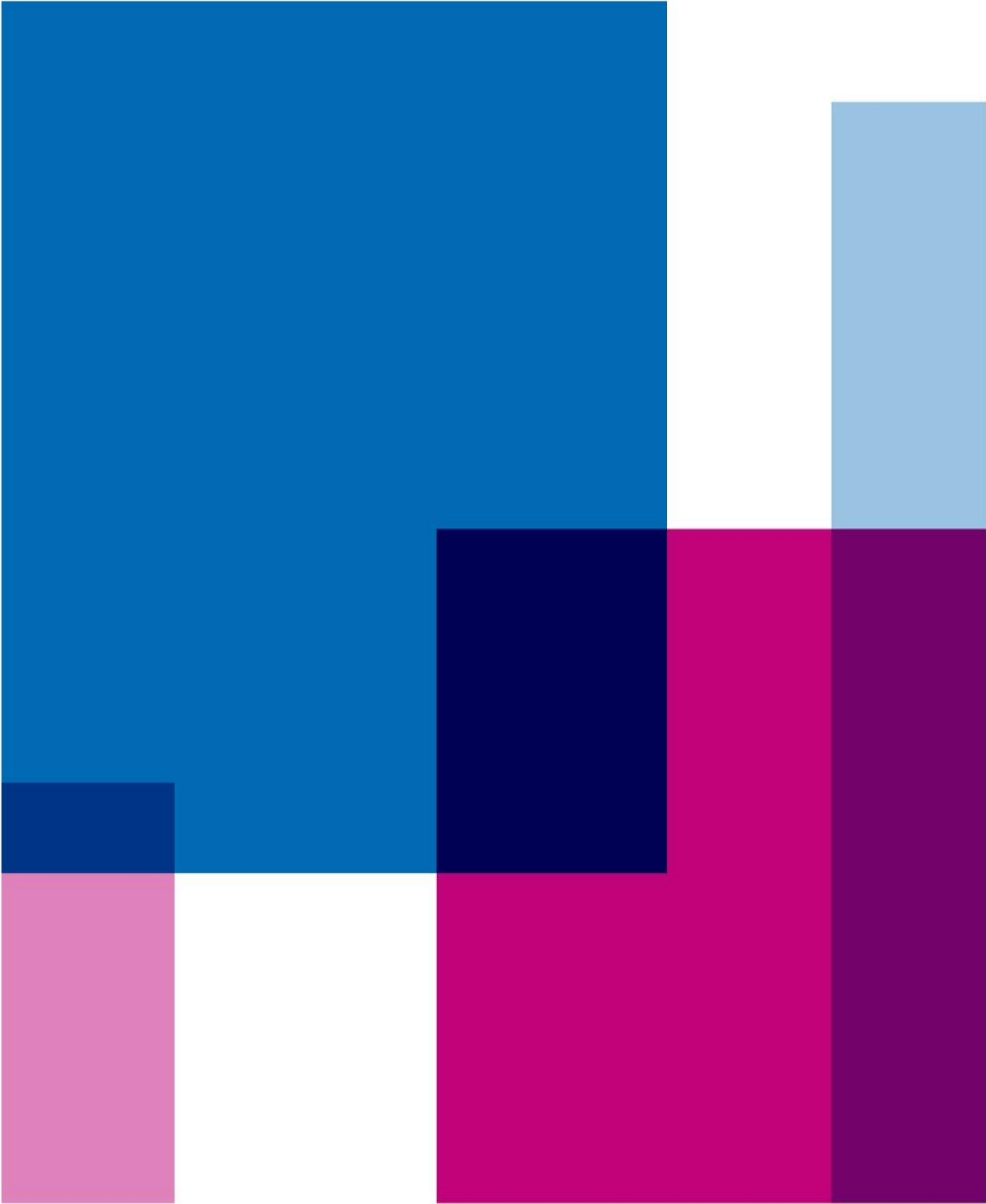
Date: Thursday 6th May

Time: 9:30

Location: Somerset Hall, the Precinct, High Street, Portishead, BS20 6AH

Agenda Number :	5	
Title:	Chief Executive Update – May 2023	
Confidential Papers	Commercially Sensitive	No
	Legally Sensitive	No
	Contains Patient Identifiable data	No
	Financially Sensitive	No
	Time Sensitive – not for public release at this time	No
	Other (Please state)	Yes/No
Purpose: For Information		
Key Points for Discussion:		
<p>The purpose of this paper is to provide the Integrated Care Board meeting with an update of key issues, from the Chief Executive’s perspective, of importance to the successful delivery of the ICB’s aims and objectives.</p> <p>The main areas of discussion this month are;</p> <ul style="list-style-type: none"> • ICB Organisational Structures • Delivering the Operational Plan • ICB Digital Strategy 		
Recommendations:	To note the current position	
Previously Considered By and feedback :	No other groups	
Management of Declared Interest:	No declared interest	

Chief Executive Briefing – May 2023



Purpose

The purpose of this paper is to provide the Integrated Care Board meeting with an update of key issues since the last board meeting, from the Chief Executive's perspective, of importance to the successful delivery of the ICB's aims and objectives.

The main areas of discussion this month are;

- **ICB Organisational Structures**
- **Delivering the Operational Plan**
- **ICB Digital Strategy**

ICB Organisation Structures

The Executive Team have been moving forward with the next stages of reorganisation.

As the board are aware we have a timescale linked to different phases of the transition and transformation. Over the last month Phase 4 has concluded. The phases are detailed below.

Phase 1 This is where we will talk to individuals and teams about transitioning work areas, which need to move into their new directorate.

Phase 2 This is where executives, in discussion with their teams redesign their structures (if necessary). Not all directorates will need to do this. We will also carry out an analysis of the new structures to decide on the best change management approach, which causes the least disruption to teams and individuals.

Phase 3 During this period, we will engage with everyone about the new structures and carry out any formal change management consultation with affected staff.

Phase 4 is when we implement the transformation. We expect this to last from the beginning April to the end of May.

Phase 4 Completion

The current position is as follows;

- We have met our commitment of 1st May to complete the restructure.
- All ring fenced interviews have been completed and offer letters issued.
- All competitive slot interviews have been completed and letters issued.
- All match and slot have been completed and letters have been issued.
- We have 2 members of staff undertaking 4 week trials regarding the validity of suitable alternative employment and we have 1 member of staff undertaking an ICS search for SAE.
- We will need to convene a Remuneration Committee mid May to review the redundancy business cases

- Throughout May –
 - Directors to hold directorate meetings to welcome new members into their teams, agree workload priorities and any portfolio changes as the new structure embeds;
 - Line managers to hold one-to-ones with staff;
 - ESR being updated with new directorates / Line managers
 - Organisational Charts being updated and published on the HUB w/b 8th May
- During May we will undertake a temperature check on what has gone well and what could be improved and we will build this in to future change processes (Ref OD Plan etc).
- Any vacancies post 1st May will fall into our normal recruitment processes.

Moving forward

As was presented in my briefing at April Board meeting the challenge for 2023/24/25 is to further develop the operational model to create further efficiencies in running costs of the ICB.

Delivering the Operational Plan

Paper 6.1 in this Agenda details the operational plan, the process that was used to produce it, the proposed deliverables and the process to ensure delivery. Therefore I am not going into any detail about the plan. However, as can be seen in the paper we have delivered a plan which is in financial balance and is stretching with regards to performance targets. As Chief Executive there are some key points that I would wish to bring to the attention of the Board.

1. This is truly a system owned plan, not simply an ICB plan. Leaders from across the system have participated in numerous planning days and contributed fully to develop the plan. The challenge is now delivery. The same collegiate approach must be applied to delivering the plan as was applied to developing it.
2. We have stretched the planning guidance outside of that which was identified by the original NHS guidance. In particular we have generated a strong focus on action to reduce health inequalities and given greater focus to areas such as children's services and primary care.
3. The operational plan is a key tool of the NHS to ensure delivery of NHS services through the deployment of NHS resources. This has generated a plan which can not, by design, be a fully inclusive system plan. However it is envisaged that all partners, including Non NHS partners, will work together where possible to deliver the plan for the benefit of the BNSSG population.

ICB Digital Strategy

At the ICB Closed Board meeting in April 2023 the Board discussed and supported a strategic approach to developing and delivering a systems Digital Strategy. As Chief Executive I see this strategy as key to the success of the ICB and the Integrated Care System as a whole.

Background

The development of the BNSSG ICB Digital Strategy began in early 2021. NHSE Digital produced national priorities to drive digital transformation within the NHS. This guidance complemented the national NHS Long-Term Plan produced in 2019 (which is currently being updated by NHS England and the Department of Health and Social Care to incorporate the role of local Integrated Care Boards).

In support of NHS Digital ambitions, NHSE updated their 'What Good Looks Like' framework in October 2021. The 'What Good Looks Like' programme is designed to provide clear guidance for health and care leaders to digitise, connect and transform services safely and securely. Improving the outcomes, experience and safety of our citizens.

BNSSG has undertaken a self-assessment using this framework, and identified factors for improvement to be fed into the Digital Strategic Outline Case (SOC). The BNSSG Digital Maturity Assessments required by NHSE, have been completed and peer reviews are set to be completed by mid-April 2023, and submitted to NHSE in line with the May 2023 national deadline.

Local Priorities

The Digital Strategy responds to the needs of our local population, our workforce and our system partners. The strategy reinforces the crucial role digital transformation has in delivering the BNSSG system level strategic objectives:

1. Improve outcomes in population health and healthcare
2. Tackle inequalities in outcomes, experience and access
3. Enhance productivity and value for money
4. Help the NHS support broader social and economic development

The system digital priorities were identified through extensive engagement with partners within the health and social care system, clinical colleagues, the voluntary community and social enterprise sector (VCSE), patients, and system wide digital colleagues. In support of the Healthier Together system ambition, the digital priorities are focused on:

- Digital Alliance
- Using Data Better
- Connecting the Person
- Focus on Community Integration
- Workforce Challenges
- Digital Innovation

Strategic Outline Case

The strategic outline case has been developed to take the first steps towards turning the strategy into action. It takes direction from the ICB Digital Strategy, building upon it and makes a strategic case for change across BNSSG's digital portfolio. It describes the partnership's strategic digital delivery options and a preferred way forward. In addition, it provides an overview of relevant commercial, economic and management considerations.

The scope of the SOC is timebound, focused on a five-year delivery timescale, with 10-year aspirations also referenced. It features future investment justifications, spans all statutory ICS partners and in some instances takes in non-statutory partners in health and care (for example, voluntary and community sectors, and care providers).

The SOC includes digital services, associated products and digital initiatives considered strategic solutions that span the needs of multiple and in many cases all ICB partners, where it is felt that an ICS response is more suitable than that taken by individual partners operating alone.

Like the strategy, the SOC has been developed through an extensive round of engagement, including detailed discussions with individual partners, cross-partner workshops and detailed multi-disciplinary working groups.