

# HSI21/039

## GOVERNING BODY

<b>Title of paper</b>	Chief Executive's Report		
<b>Agenda item</b>	4	<b>Date of meeting</b>	8 September 2021
<b>Director lead</b>	Maggie Maclsaac, Chief Executive		
<b>Clinical lead</b>	Not applicable		
<b>Author</b>	Maggie Maclsaac, Chief Executive		

<b>Purpose</b>	For decision	<input type="checkbox"/>	<b>Link to strategic objective</b>	Operational service delivery
	To ratify	<input type="checkbox"/>		Supporting people and teams
	To discuss	<input type="checkbox"/>		Transforming services
	To note/receive	<input checked="" type="checkbox"/>		Strategic planning and engagement
				Developing our Integrated Care System

### Executive Summary

I will provide a verbal highlight report to the Governing Body, which brings together a number of strategic issues relevant to the wider health sector which impact on the work of the CCG. This month the report will include the following matters:

- The Hampshire and Isle of Wight system **response to the COVID-19 pandemic**. This includes the implementation of the vaccination programme, and recovery of services along with a focus on staff health and wellbeing. In particular, I would like to extend our gratitude to our colleagues in primary care who have been integral to the success of the system response, including managing multiple challenges in relation to access to and resilience of services.
- Our achievements across the Hampshire and Isle of Wight have been formally reflected in the **2020/21 Year End Assurance Meeting** with NHS England and NHS Improvement which has taken place since our last meeting held in public. The assessment process this year does not include a rating but I share with the Governing Body the letter received last month, which commends us all on what was achieved in the operational response to the pandemic, within the context and added complexity of the CCG merger and EU Exit. It highlights the key priorities around workforce, mental health and clinical engagement as we plan to deliver national and local standards in 2021/22 and beyond. This complements and reinforces the achievements set out in each of our predecessor CCG's annual reports shared at this meeting.
- Progress on building on our successes during the first half of the year and on prioritising the areas requiring improvement in **system performance**. Hampshire and Isle of Wight recovery of elective and planned care remains significantly above regional and national averages but the urgent care performance (both emergency department and ambulance handovers) has deteriorated, with increased demand for all services. Mental

health performance is very challenging with recovery plans developed and submitted to NHS England. Governing Body members are advised that a mid-year review of all our objectives and priorities (approved earlier in the year) is currently underway, to be shared next month, so that our attention is focused on the right areas in the second half of the year, including the roll out of winter vaccines, access to dentistry and primary care resilience. Pending the completion of this work, members are directed to the quality, performance and finance reports on this agenda as well as the publication of the Governing Body Assurance Framework.

- Progress on developing the **Hampshire and Isle of Wight Integrated Care System (ICS)**. Since our last meeting held in public the Health and Care Bill was published and is being progressed through Parliament. It was debated at second reading on 14 July 2021 and has now been sent to a Public Bill Committee which will scrutinise the Bill line by line and is expected to report to the House of Commons by Tuesday 2 November 2021. A range of guidance has been published in August and a dedicated programme is in place with Portsmouth CCG to manage the process of transition to a new statutory organisation from April 2022, in conjunction with our NHS providers and local authorities. This will enable us to develop the legal and operationally critical elements required for our 'Readiness to Operate', including the establishment of the Integrated Care Board and the Integrated Care Partnership. The Governing Body will be updated on a regular basis
- The **ICS Chair** appointment process has been led nationally, and I am delighted to confirm that **Lena Samuels**, has been appointed to and will continue this key role for the Hampshire and the Isle of Wight system. The NHS England and NHS Improvement Regional Director has highlighted the progress we have made over the last few years, and particularly of the collaborative spirit shown through the pandemic. We look forward to supporting Lena to continue to drive transformation as the ICS Chair and the Designate Chair of the Integrated Care Board.

<b>Recommendations</b>	<b>The Governing Body is asked to note the Chief Executive's Report (September 2021).</b>
<b>Publication</b>	<b>Include on public website ✓</b>



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21 July 2021

To: Maggie Maclsaac, Accountable Officer, NHS Hampshire, Southampton and Isle of Wight CCG

**RE: HSIOW CCG Year end (2020/21) Assurance Meeting**

Dear Maggie,

Thank you for meeting with us at the CCG end of year assurance meeting for 2020/21 which we ran as a combined meeting with Portsmouth CCG on Thursday 17 June 2021. We found this to be a constructive dialogue which shared collective reflections on the CCGs' achievements and challenges over the past year in addition to mutually identifying areas in need of improvement. The assessment process this year does not include a rating and consists of your CCG's self-assessment followed by this short one-hour discussion meeting with SE region NHSEI. Given the one hour meeting we kept our questions focused on one or two areas which are reflected in this letter summarising the key points.

We acknowledged the CCG teams' hard work during an exceptionally challenging year and congratulated you on the strong response of the whole system during such an unprecedented period. There was evidence of significant collaboration in the operational response to the COVID-19 pandemic, the ongoing successful rollout of the largest vaccination programme in NHS history and the Elective care recovery with activity levels at 92% performance against the 70% requirement, and with diagnostics average above 100%. We also acknowledged that to add further complexity, this was all achieved within the context of both the merger of six CCGs into one and EU Exit. This was a significant achievement for all concerned and staff should be congratulated in recognition of their tremendous hard work to maintain and deliver services for patients.

We reflected on the areas you were particularly proud of with teamwork, and resilience shown from all staff with rapid stand up, implementation and delivery. There was a clear articulation of the beneficial changes to team communication, sharing of best practice, service changes and innovation initiatives that were made in response to the COVID-19 pandemic including being a leader and early adopter of the 111 First service and the community oximetry model, and finance teams across the system adopting an agile and open approach to balancing the demands and needs of the system rather than an individual organisation.

## **Workforce**

The establishment of a new Executive Team in 2020/21, with Directors appointed as Executives in both the Hampshire and Isle of Wight Integrated Care System and the Hampshire, Southampton and Isle of Wight CCG has been a good foundation on which to build. There were good examples provided of workforce initiatives and there was recognition of the incredible workforce across not only the CCG but wider system and how they came together over the last year. The challenges in supporting the CCG workforce following the pressures of the last year coupled with the turmoil of organisational change were recognised, and Executive Team commitment to make improvements after the staff survey were noted.

The commitment to build and develop a mechanism to create an agile workforce at system level while supporting individuals' working preferences will require innovative approaches to the use of estates and public spaces. Encouraging cross working through local health and care programmes has been a significant part of the people challenge for this year. It is essential that this absolute focus on supporting staff remains at the fore over the coming year given the further uncertainty with the move to the NHS ICS Body from April 2022.

## **Mental Health**

CAMHS is one of your top 4 priorities this year together with Primary Care, Elective and reducing health inequalities. You spoke in the meeting about the pressures which mental health services are under and which can be seen reflected in the challenges the system has faced. We recognised that these are challenges which predate Covid and acknowledged the work you are undertaking. You have worked to get the mental health framework correct to ensure whole system agility alongside the longer-term strategy. You developed a specific concept of operations, including running a weekly meeting which included provider colleagues from both Southern Health and Solent, developed an informal SLT approach across the ICS and targeted specific support to the island. This has ensured a much closer and mature working relationship with provider colleagues. Providing timely and local services for Children and Young People with an eating disorder remains a challenge, but this is acknowledged and a common issue across the region. Importantly, safety cases have been well managed through the system.

## **Clinical Engagement**

Good clinical engagement throughout the system has been key. Although there is no simple answer, you described a shared ambition to deliver excellent personal care. Primary Care is adapting fast to system working and working well as part of the bigger system. The dispersed local teams have clinicians within them. You have developed a forum once a week which includes PCN Clinical Directors, acute leadership and community leaders where issues are worked through and resolved. There is a strong ambition to work closely with the local authorities especially Hampshire, and Covid has fast tracked these efforts. The key now is how to embed this joint working, to enable joint decision making, to have the necessary conversations about how best to serve the Hampshire population with respect to CHC, Mental Health, care homes, etc. It was noted that you are working on strengthening your statutory safeguarding teams across the wider ICS due to increases in safeguarding and domestic violence issues, acknowledging that the vulnerable in society will be experiencing the impact of Covid for a number of years.

The work ongoing by the CCG/ICS to shape its future structures and commissioning arrangements were outlined, which will incorporate lessons learned from the recent restructuring. We discussed the need to also consider the planning function and resource as this is a key year-round activity. The foundations of a successful CCG/ICS will require a real and immediate focus on the restoration and recovery of services alongside the ongoing agenda of improving quality of services, operational performance and sustainable finances across the system. For 2021/22, an agreed set of plans and trajectories to deliver national and local standards with clearly identified action owners will enable effective monitoring and management of the improvement work and provide a compelling narrative as to how the system is tackling its challenges.

Finally, the positivity, commitment and motivation of the team was evident throughout our brief meeting and will stand you in good stead to support the further transformational changes over the coming year.

Yours sincerely

A handwritten signature in black ink that reads "Amanda Lyons".

**Amanda Lyons**

Locality Director, HTV

NHS England and Improvement South East

Cc: Anne Eden, Regional Director South East NHSEI  
David Radbourne, Director of Strategy & Transformation South East NHSEI