

Report to:	ADULT SOCIAL CARE AND HEALTH SCRUTINY COMMITTEE
Relevant Officer:	Karen Smith, Karen Smith, Director of Adult Services, Blackpool Council and Director of Health and Care Integration (Blackpool), Lancashire and South Cumbria ICB
Date of meeting:	21 March 2024

INTEGRATED CARE BOARD UPDATE

1.0 Purpose of the report

1.1 To provide a summary of the key updates and decisions made since the last update provided to scrutiny in November 2023, including an update on recovery and transformation. The report also includes a summary of the most recent integrated performance report for the ICB.

2.0 Recommendation(s)

2.1 The scrutiny committee is asked to note the report.

3.0 Reason for recommendation(s)

3.1 Is the recommendation contrary to a plan or strategy approved by the Council? NA

3.2 Is the recommendation in accordance with the Council's approved budget? NA

4.0 Other alternative options to be considered

4.1 NA

5.0 Council priority

5.1 The relevant Council priority is:

- 'The economy: Maximising growth and opportunity across Blackpool'
- 'Communities: Creating stronger communities and increasing resilience'

6.0 Background and key information

6.1 The following report provides an overview of the continued development of the NHS Lancashire and South Cumbria Integrated Care Board (LSC ICB), including recent

updates, a recovery and transformation programme update and a summary of the ICB's integrated performance report.

- 6.2 NHS Lancashire and South Cumbria ICB is a statutory NHS organisation which is responsible for developing a plan for meeting the health needs of the population, managing the NHS budget and arranging for the provision of health services in a geographical area.
- 6.3 The Integrated Care Partnership is a group of partners, of which the NHS is one, in Lancashire and South Cumbria working together to address the health, social care and public health needs of their communities. Blackpool Council is a partner, alongside LSC ICB, within the Integrated Care Partnership.

7.0 Key updates

7.1 Measles

There has been a recent increase of measles in the North West, and now some confirmed cases in Lancashire and South Cumbria. Measles is very infectious which means it can spread quickly among communities, such as schools and nurseries, if people are not up to date with their Measles, Mumps and Rubella (MMR) vaccine. The MMR vaccine is free on the NHS, with the first dose being offered when a child is one year and the second at 3 years and 4 months old. It is available from local GP surgeries and there may also be pop up clinics locally. As part of the national catch-up campaign, GP practices in Blackpool have been contacting people with a gap in their vaccination history to encourage them to make an appointment for missed vaccines. In addition, Blackpool Council are working with FCMS to provide pop-up and outreach vaccination offers to further protect residents.

A section of the ICB website has been developed to include information for primary care colleagues and a 'help spread the word' page, which includes key messages, frequently asked questions, videos and downloadable resources to help support the communications campaign.

7.2 Industrial action

The latest round of junior doctors' industrial action saw BMA members walk out from 7am on Saturday 24 February through to 11.59pm on Wednesday 28 February, while members of the HCSA union continued their action until 7am the following day. As with all previous instances of industrial action, services at Blackpool Teaching Hospitals were directly impacted, meaning increased waiting times and a number of appointments that needed to be rescheduled. During the periods of industrial action and subsequent days, members of the public are encouraged to use services wisely and appropriately. Those who need urgent medical care should continue to call 999 or attend A and E as normal, especially in emergency and life-threatening cases when someone is seriously ill or injured, or their life is at risk. NHS 111

online should be used for all non-emergency healthcare needs. This was the 10th round of junior doctor strikes since March 2023, and follows a six-day strike last month that was the longest in NHS history.

7.3 **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

There were 20 contracts in total which providers could bid for. The first three services had six contracts each, covering Blackpool, Blackburn with Darwen, South Cumbria, Lancashire East, Lancashire Central and Lancashire North. Meanwhile, the ADHD and digital support services were both a single contract covering the whole of Lancashire and South Cumbria.

Following a robust evaluation and moderating process, the successful providers were:

- Barnardo's
- Spring North
- ADHD North West
- Kooth

Further information can be found at:

<https://www.healthyyoungmindslsc.co.uk/our-work/mental-health-and-emotional-wellbeing-services>

7.4 **Dental support**

Blackpool residents have access to urgent NHS dental advice and treatment via a dedicated helpline. The ICB's helpline guarantees an NHS appointment with a dentist for anyone with an urgent oral or dental need living in Lancashire and South Cumbria. The service is available by calling 0300 1234010 between 8am and 9pm Monday to Friday, or 10am to 5pm at the weekend and on bank holidays. Emergency treatment can also be accessed by visiting 111.nhs.uk or calling 111.

Further information can be found at:

<https://www.lancashireandsouthcumbria.icb.nhs.uk/news-and-media/latest-news/urgent-nhs-dental-support-available-all-lancashire-and-south-cumbria>

7.5 **Seven common conditions now being treated at pharmacies**

Since 31 January, people living in Blackpool have been able to access treatment for seven common conditions at high street pharmacies, as part of a major transformation in the way the NHS delivers care. Highly-trained pharmacists at over 95 per cent of pharmacies in Lancashire and South Cumbria now offer the option for patients to be assessed and treated for sinusitis, sore throat, earache, infected insect bite, impetigo, shingles and uncomplicated urinary tract infections in women (under the age of 65) and if appropriate the pharmacist will be able to provide medication without the need for a GP appointment or prescription.

Further information can be found at:

<https://www.lancashireandsouthcumbria.icb.nhs.uk/news-and-media/latest-news/Almost-every-nhs-pharmacy-lancashire-and-south-cumbria-begins-treating-people-common-conditions>

7.6 **New maternity and neonatal independent role will support families in Blackpool**

Women and families can now seek the support of an advocate if something has gone wrong with their maternity or neonatal care. Louise Peacock is the new maternity and neonatal independent senior advocate, and has initially started working with people who have received care at Blackpool Teaching Hospitals, along with University Hospitals of Morecambe Bay NHS Foundation Trust. Her role is to ensure the voices of women and families are listened to and acted upon by their maternity and neonatal care providers when they have experienced an adverse outcome any time during their maternity and neonatal care – recently or some time ago.

Further information can be found at:

<https://www.lancashireandsouthcumbria.icb.nhs.uk/news-and-media/latest-news/new-maternity-and-neonatal-independent-role-will-support-families-lancashire-and-south-cumbria>

7.7 **Patients benefit from community diagnostic centres**

A new approach in providing health tests closer to home is delivering great results for local patients. Over 210,000 patients across Lancashire and South Cumbria have now received diagnostic tests at local Community Diagnostics Centres (CDCs), which includes a site at Whitegate Drive Health Centre CDC in Blackpool. The site which offers MRI, X-ray, ultrasound, cardiology, respiratory and phlebotomy tests. CDCs aim to deliver high-quality, effective and accessible diagnostic services and to reduce waiting lists to support communities, often allowing patients to be seen closer to home.

Further information can be found at:

<https://www.lancashireandsouthcumbria.icb.nhs.uk/news-and-media/latest-news/patients->

8.0 Recovery and transformation programme update

- 8.1 In Lancashire and South Cumbria there is a complex health system with multiple elective care centres, A and E's, separate and expensive sets of support services as well as many community and primary care facilities. Over £300 million is spent on temporary staff at premium rates and two thirds of our money is spent on treating illness.
- 8.2 Evidence shows there was an opportunity and indeed a need to improve the health of our population, shifting some our use of resources into primary and community services. A major clinical productivity and reconfiguration programme was needed, moving toward more closely integrated clinical networks.
- 8.3 The four core purposes of the ICB are to:
- improve outcomes in population health and healthcare
 - tackle inequalities in outcomes, experience and access
 - enhance productivity and value for money
 - help the NHS support broader social and economic development
- 8.4 The Lancashire and South Cumbria health and care system faces some significant challenges: too many services in too many places, high agency/locum use, many services with vulnerability such as work force challenges, insufficient scale – some with poor quality outcomes and overspend.
- 8.5 The ICB Board has previously noted three key inter-related arms to the clinical strategy each with a 1–3-year recovery focus and a long-term transformation ambition.
- New models of care (Transforming Care in the Community)
 - Clinical effectiveness (Transforming Care in our Hospitals)
 - Quality improvement with better use of resources, leading to CQC Good or better and SOF 2 or better ratings for our services.
- 8.6 Combined with a fresh approach to more strategic commissioning, a rolling programme is being developed to improve fragile services and allow transition from tackling short term recovery issues to achieving the ICB's long-term clinical strategy. It is planned to break the loop and start to deliver sustainable improvement in resources, while tackling health inequity and improving outcomes for the population.
- 8.7 There is a balance to be struck between the level of effectiveness that can afford and the experience and accessibility that can be offered with the resources available.
- 8.8 Collaborative partnership working is required across all parts of the Lancashire and South Cumbria Integrated Care System, including in Blackpool as one of the four places,

and at scale across the system, to deliver sustainable, integrated services with good outcomes.

- 8.9 The clinical strategy will involve a major shift from an acute to a community-centred model with a focus on the physical and mental health (including learning disabilities) and the needs and care of the people and the communities they live and work in, rather than for the convenience of organisations or services.
- 8.10 Including expanding care in the community to help people stay healthy for longer and caring for them through preventing ill health, managing long-term conditions, recovering from periods of intensive care and toward the end of their lives. It will support the best possible use of the two new hospitals that will be built by about 2035, through new models of care both in and outside those hospitals.
- 8.11 There are two critical components to this:

Transforming Care in the Community, focusing on creating Healthy Communities, Integrated Neighbourhood Teams and Enhanced Care in the Community in addition to considering future operational models that build on developing virtual and technology enabled solutions to enable care closer to home. The primary goal being to reduce inequity, improve healthy years and avoid acute admissions.

Transforming Care in our Hospitals, including:

- Rolling programme to address fragile services, prioritising haematology, orthodontics, gastroenterology as areas to develop and implement rapid networked solutions and accelerate progress in areas with existing networks, such as stroke, CAMHS, autism and cancer.
 - Rolling programme of service reconfiguration, prioritising vascular, head and neck, urology and cardiac. Patient engagement has been undertaken and more is planned, and there is a commitment to implementation of new models of care in these services aiming to be in place during 2025/26.
 - Development of One LSC clinical configuration blueprint / delivery roadmap to ensure the needs of our population can be met in 2035 with a clinically evidenced and appropriate configuration of services that makes the best use of all acute resources, including the two new hospitals that are expected to be built by 2035, together with the existing estate to ensure a sustainable and viable future delivering safe, effective and affordable (acute) services.
- 8.12 The work is expected to enable better use of resources during 2024/25 and in subsequent years to even greater effect. The work will contribute to the system's financial recovery plans, but in a way that is safe, effective and results in better health outcomes for people living and working in Lancashire and South Cumbria.
- 8.13 The programme requires resources to deliver. The ICB, in agreement with the Provider

Collaborative, has commissioned external support to provide capacity and capability to deliver the clinical configuration blueprint and delivery roadmap. Programme management support is being provided for vascular and urology reconfiguration and wave one of fragile services. The Trusts have identified senior responsible officers for each programme.

8.14 It is recognised that resource capacity and capability may well be a constraining factor, especially when considering the need to avoid adding additional costs into the system. Partners are actively considering alternative models of delivery that could help to accelerate delivery of value with enabling costs contingent on value delivered rather than being an up-front risk.

8.15 Further detail on the recovery and transformation programme can be found on the website: [https://www.healthierlsc.co.uk/application/files/2417/0974/4599/Item_10 - Recovery and Transformation Programmes.pdf](https://www.healthierlsc.co.uk/application/files/2417/0974/4599/Item_10_-_Recovery_and_Transformation_Programmes.pdf)

9.0 ICB performance, figures shared in ICB Board report for meeting on 13 March 2024

9.1 **Elective recovery** – the total number of patients waiting for treatment has decreased for the second consecutive month although the number of longer waiters (65+ weeks / 78+ weeks) have increased to the end of December 2023. Lancashire and South Cumbria ICB appears to be performing well above average for day-case procedure rates (British Association of Daycase Surgery [BADs] specific procedures) and for capped theatre utilisation rates when compared to peer systems and national performance.

9.2 **Diagnostics** – there was a deterioration in diagnostic performance in December 2023 to 69.2%, mainly due to a significant fall in performance at Lancashire Teaching Hospitals. LSC ICB is now below the North West and national performance.

9.3 **Cancer** – In December 2023, Blackpool Teaching Hospitals met the faster diagnosis standard. None of the LSC providers met the 62-day referral to first treatment standard. LSC ICB did not achieve the 31-day first treatment standard, or the 62-day referral to first treatment standard. The number of patients waiting over 62 days for cancer treatment increased in January to 533, although LSC ICB was ahead of trajectory, 533 vs 605.

9.4 **Urgent and emergency care** – performance against the 4hr target in January 2024 was 74.6%, which was a deterioration on the previous month. LSC ICB is performing better than the North West and national average. The percentage of patients spending more than 12 hours in an emergency department remains within the 'expected range', albeit at levels higher than pre-covid.

9.5 **Mental health** – The number of out of area patients for mental health continued to be above plan in November 2023 despite a fall on the previous month. The beds at Whalley

have opened, however there is pressure on beds through temporary closures and on-going doctors' strikes. The dementia prevalence target continues to be met with the ICB being above the national position and slightly below the North West figure. The number of people receiving a health check on a learning disability register for the ICB is below both the regional and national positions, however it remains on the planned trajectory. The latest figure for Improving Access to Psychological Therapy shows that the ICB has now moved out of the lowest quartile reported nationally after an improvement in October and November.

9.6 **Children and young people** – the coverage for Measles, Mumps and Rubella (MMR) has increased slightly and is above both North West levels and national levels.

9.7 **Primary Care** - in December 2023 general practice across LSC ICB delivered a lower volume of appointments than initially planned for. The LSC rate of general practice appointments per 10,000 population remains below the national average. The proportion of general practice appointments offered within two weeks and the proportion of same day appointments are in line with national averages.

9.8 A more detailed report of performance can be found in the Integrated Performance Report, published as part of the ICB Board meeting papers for 13 March 2024:

https://www.healthierlsc.co.uk/application/files/3117/0974/4598/Item_8_-_Performance_report.pdf

9.9 You can also find all the reports that have been prepared for the board meetings, further information can be found at:

<https://www.lancashireandsouthcumbria.icb.nhs.uk/about-us/board/meetings-and-papers>

9.10 Is the recommendation contrary to a plan or strategy approved by the Council? NA

9.11 Is the recommendation in accordance with the Council's approved budget? NA

9.12 Does the information submitted include any exempt information? No

10.0 Blackpool place update

10.1 The latest update from Blackpool place includes information about the Spring into Spring 2024 event, shining the spotlight on Layton Community House and Blackpool Food Bank and The Big Food Truck, amongst other updates.

The newsletter can be found at:

<https://news.lancashireandsouthcumbria.nhs.uk/newsletter/blackpool-place-based-newsletter-edition-5/>

11.0 List of appendices

Appendix 7a – ICB Presentation

12.0 Financial considerations

None

13.0 Legal considerations

None

14.0 Risk management considerations

None

15.0 Equalities considerations and the impact of this decision for our children and young people

None

16.0 Sustainability, climate change and environmental considerations

None

17.0 Internal/external consultation undertaken

None

18.0 Background papers

None