

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 19 March 2014
	Venue – Beckett's House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Feedback from NHS England (NHSE) on the Operational Plan/Better Care Fund (BCF)	<p>Operating Plan – NHSE feedback that the draft plans were of a high quality and strategically consistent across the CCGs.</p> <p>BCF – NHSE reported that there is clear evidence of collaborative working, good stakeholder engagement, and the acknowledgement of the need to shift activity out of the acute sector.</p>
Feedback from Public Health leads meeting	Public Health Leads – Kathie Binysh from NHSE advised that the planned meeting with Public Health Directors was poorly attended. Members agreed that the prevention and public health section of the strategic plan needs strengthening and it was agreed to invite the public health leads to the April meeting for a more focused discussion.
Feedback from meeting with Waltham Forest, and east London and the City (WELC)	<p>BHR CCGs met with Waltham Forest and Tower Hamlets Accountable Officers to ensure alignment of the strategic plans. Work is currently being done around demand and capacity planning particularly with regards to activity flow for the next 5 years.</p> <p>The BHR draft strategy plan will need to be updated to reference the Barts Health reconfiguration programme.</p>
Strategic plan and supporting template review	<p>The three boroughs discussed the draft strategic plan in groups and reviewed the comments received.</p> <p>Feedback will be incorporated into the next version of the draft strategy plan for endorsement at the Integrated Care Coalition on the 31/3, before submission to NHSE on the 4/4.</p>
AOB / Next meeting	Wednesday 16 April 2014 (1pm – 3pm), Boardroom B, Becketts House, 2-14 Ilford Hill, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 16 April 2014
	Venue – Beckett's House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Strengthening prevention and health promotion in BHR	<p>A discussion took place with Public Health Leads to strengthen the 'prevention and health promotion' element of the Strategic Plan at both local and London wide level.</p> <p>Public Health Directors agreed to jointly develop the prevention section for inclusion in the final BHR Strategic Plan.</p>
Strengthening BHR primary care plans	<p>A discussion took place to develop the primary care element of the Strategic Plan at both local and London wide level.</p> <p>NHS England Primary Care lead agreed to further develop the primary care section for inclusion in the final BHR Strategic Plan; this will be reviewed at the next meeting.</p> <p>The group were also advised that that the joint application by 137 GP practices in Barking and Dagenham, Havering and Redbridge to the Prime Minister's Challenge Fund to improve access to primary care was successful.</p>
Planning Support	Jane Gateley updated that NHS England have commissioned support for North East London from McKinsey to support development of the Strategic Plan. The BHR economy has requested that this support takes the form of development of a 'financial' picture of the whole economy for the next five years.
Next Steps	<p>Jane Gateley summarised the next steps:</p> <ul style="list-style-type: none"> <li>▪ Meeting with NHS England on 23.04.14 to receive feedback on the draft plan.</li> <li>▪ Continue to develop and strengthen the Strategic Plan through May prior to its submission to the Integrated Care Coalition on 16 June</li> </ul>
AOB / Next meeting	Wednesday 28 May 2014 (1pm – 3pm), Boardroom B, Becketts House, 2-14 Ilford Hill, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 28 May 2014
	Venue – Beckett's House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Strengthening prevention and health promotion in BHR	<p>Public Health Directors presented the jointly developed 'prevention and health promotion' element of the Strategic Plan.</p> <p>Members of the group discussed the proposals and agreed that Public Health Directors would liaise directly with the Clinical Commissioning Group leads within each Borough to ensure that the overarching plan reflects local milestones.</p> <p>London wide intentions will also be included in the final version of the plan.</p>
Strengthening BHR primary care plans	<p>The NHS England Primary Care lead presented the updated primary care element of the Strategic Plan which reflects both local and London wide intentions.</p> <p>Members of the group discussed the proposal, providing feedback to be included in the final version of the plan.</p>
Locality-based funding	<p>Locality-Based Workforce Development funding is a new funding stream being piloted this year specifically to support all local services providers within a Clinical Commissioning Group area to work together in the delivery of workforce education and training.</p> <p>The group discussed a draft bid for funding aimed at improving patient and carer experience, improving staff knowledge of the BHR system and improving the interface between different services within the health and social care economy.</p> <p>A joint proposal will be developed reflecting feedback received from the group for submission by the deadline of 09.06.14.</p>
Next Steps	<p>Jane Gateley summarised the next steps:</p> <ul style="list-style-type: none"> <li>▪ Include updated elements in final version of the Strategic Plan</li> <li>▪ Individuals Boards to sign off the final Strategic Plan in June</li> <li>▪ Strategic Plan submitted to the Integrated Care Coalition on 16 June for endorsement</li> <li>▪ Final version of the Strategic Plan submitted to NHS England on 20.06.14</li> </ul>
AOB / Next meeting	Wednesday 18 June 2014 (1pm – 3pm), Boardroom B, Becketts House, 2-14 Ilford Hill, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 30 July 2014
	Venue – Beckett's House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The first part of the meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs), with part two chaired by Steve Feast (Medical Director, North East London Foundation Trust) and was attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Joint mental health commissioning strategy	The group discussed the scope of a stock take of mental health services commissioned by Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups. It was agreed that Local Authority and provider input would enhance the value of any stock take, and that the scope of the stock take should be reviewed with a view to broadening its parameters and incorporating input from key stakeholders. The stock take aims to identify gaps in services and facilitate achievement of parity of esteem for mental health care.
Strategic Plan update	The group noted that next steps include work that is underway to clarify the financial position of health economies across London.
Updated terms of reference	The group agreed in principle that the meeting should be held in two parts going forward, with part one focused on Strategic Planning, chaired by Jane Gateley, and part two focused on the Frailty programme of work, chaired by Steve Feast. The revised terms of reference incorporating this revision will be sent to the next Integrated Care Coalition for ratification.
Locality Training Funding	Health Education North Central and East London (HE NCEL) has established a Workforce Development Advisory Group who have agreed to allocate Locality-Based Workforce Development funding to all healthcare providers in each CCG area to promote collaboration with regard to education and training. The process for this allocation of funds involved BHR stakeholders developing a detailed bid, which is in the process of being reviewed by the HE NCEL panel. The group will be updated on the outcome of the bid shortly.
Complex primary care practice	BHR CCGs were successful in their Prime Ministers Challenge Fund bid to implement innovation in Primary Care. Part of the money awarded will support the implementation of an innovative 'complex primary care practice' which will look after the health needs of 1,000 patients across the BHR economy with the most complex health and social care needs.  The group agreed to focus the next meeting on a discussion to support development of the frailty pathway, including the complex primary care practice.
Frailty Academy update	The newly appointed Programme Director for frailty provided the group with an update on the work to date on the key frailty work streams: Care Homes, Falls and London Ambulance Service/Community Treatment Team interface. She also shared proposals under development as part of the BHR system 2014/15 operational resilience plans to strengthen the system's ability to respond to winter pressures, and improve performance into 2015.
AOB / Next meeting	Wednesday 20 August 2014 (1pm – 3pm), Becketts House, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 20 August 2014
	Venue – Beckett's House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The first part of the meeting was chaired by Tara-Lee Baohm (Deputy Director of Strategic Delivery, BHR CCGs); with part two chaired by Kirsty Boettcher (Programme Director, Frailty, BHR CCGs) and was attended by members as per the Terms of Reference.

Agenda	Key issues raised
Joint mental health commissioning strategy	The group received an update on progress made on a piece of work being undertaken to map mental health services that are commissioned by BHR Clinical Commissioning Groups. The final product will be a map of services in each of the BHR boroughs which will serve as a starting point to map priorities and inform next steps to develop a joint mental health commissioning strategy.
Strategic Plan update	<p>The BHR Integrated Care Coalition Integrated Care Coalition Strategic Plan was reviewed by NHS England following submission on 20 June 2014. In parallel with this, the Tri-partite panel (NHSE, TDA and Monitor) initiated a series of reviews of "challenged" health economies across the country. This work has resulted in a number of recommendations being made to systems to strengthen their plans and submit updates by the end of September. The BHR system has been asked to strengthen its governance arrangements and to strengthen the 5 year system level financial plan.</p> <p>In response to this feedback, agreement in principal has been reached to establish governance arrangements at a north east London level to address north east London wide issues, understand interdependencies, and share best practice. The first meeting has been scheduled for 26.08.14. Local governance arrangements have also been strengthened.</p>
Operational Resilience update	The feedback received from NHS England following submission of draft the draft BHR operational resilience plan was positive, recognising the level of system collaboration and work to date. An updated plan will be submitted to NHS England by the deadline of 22.08.14 for their full assurance review process.
Locality Training Funding	<p>The BHR system was successful in securing funding for their key training work streams:</p> <ul style="list-style-type: none"> <li>▪ System Wide training to support effectiveness of the Joint Assessment and Discharge Team</li> <li>▪ System Wide training to support Staff along Frailty Pathway</li> <li>▪ Care coordination training</li> </ul> <p>A stakeholder group will meet on 26.08.14 to develop the detail of the plans.</p>
Frailty pathway	The group reviewed map of frailty services within the BHR Economy, noting that further development will take place to produce more detailed borough level maps of the frailty services, the updated map will come to the Integrated Care Steering Group meeting in October 2014.
Falls mapping	The group reviewed a map of falls services within the BHR Economy presented by the BHRUT Falls Lead. The group were invited to nominate leads to be involved in the Falls work going forward to further develop the map and develop a database which will be accessible by both the public and care professionals.
Complex primary care practice update	The group received an update on progress to develop the Complex Primary Care Practice. Details are being worked through including the location of the practice and what the process will be for the patients who are registered there. The group will receive further updates as the work progresses.
AOB / Next meeting	Wednesday 17 September 2014 (1pm – 3pm), Becketts House, Ilford

# BHR Systems Integrated Care Steering group (ICSG) Briefing

Meeting dated – 17 September 2014

Venue – Beckett's House, Ilford

<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.
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Agenda	Key issues raised
Strategic Plan update	<p>The BHR Integrated Care Coalition Strategic Plan was reviewed by NHS England following submission on 20 June 2014. The BHR system was asked to strengthen its governance arrangements and to strengthen the 5 year system level financial plan in the first instance.</p> <p>In response to this feedback, the North East London Advisory Group has been established to address north east London wide issues, understand interdependencies, and share best practice. Local BHR governance arrangements have also been strengthened.</p> <p>CCGs are working to provide assurance to NHS England on more detailed feedback received in September in preparation for final submission on 30.09.14.</p>
Borough stories summarising strategic plan	A user friendly narrative detailing what the Strategic Plan means at Borough level (Barking and Dagenham, Havering and Redbridge) is being developed.
Intermediate Care Consultation update	<p>The Intermediate Care Consultation is live. Following an adjournment debate in the house of commons earlier this month and strength of feeling from some local stakeholders, the Health Minister, Jane Ellison, asked BHR CCGs to consider an extension of the consultation. The consultation steering group has considered this request and has agreed to extend the consultation by two weeks. The consultation will now close at 5pm on Wednesday 15 October 2014.</p> <p>Details of the consultation are on the CCGs' websites, with the consultation document, background information and an online questionnaire. Hard copy consultation documents have been distributed to GP surgeries, libraries, community groups and other stakeholders across the three boroughs. An email address is available for stakeholders and members of the public to ask questions and seek clarity regarding the consultation and proposals, which CCGs are responding to on an ongoing basis.</p> <p>A programme of stakeholder engagement is underway including presentation to Health &amp; Wellbeing Boards and Health Scrutiny Committees, patient engagement forums, local community groups and to members of the public on the case for change, preferred option and consultation process. Public drop-in sessions were also undertaken in each borough, with details of these in the consultation document and advertised beforehand in local papers.</p> <p>The CCGs are committed to engaging as fully as possible around the proposals and to giving patients and the wider public every opportunity to respond to the consultation so please continue encourage people to respond either online or via the hard copy survey.</p>
Operational Resilience update	Updated Operational Resilience plans were submitted to NHS England on by 22.08.14. Stakeholders are working to implement the proposed plans and a meeting will be held on 19.09.14 to provider further assurance to NHS England that the plans are robust.
Frailty programme update	<p>The group received an update on the work that is taking place to improve services for Frail patients across the BHR economy, including governance arrangements and funding for the programme. The 'Big Room' is in the process of being established with membership across the system from October 2014.</p> <p>A detailed joint bed audit is being developed that will take place at 2 elderly care wards (1 at Queens and 1 at KGH Hospitals). The findings of the audit, along with the priorities in the frailty action plan, will be the focus for the 'Big Room' discussions.</p>
Complex primary care practice update	The group received an update on progress to develop the Complex Primary Care Practice. Details are being worked through including the location of the practice, development of information for patients and their relatives, and what the process will be for the patients who are registered there. The Integrated Care Steering Group will receive further updates as the work progresses.
Older Persons leaflet for Winter	A leaflet detailing simple things that older people can do to stay well during winter is in development. This will also contain details of key services that can support people to stay well at home.
Locality Training Funding	<p>The BHR system was successful in securing funding for three key training work streams:</p> <ul style="list-style-type: none"> <li>▪ System Wide training to support effectiveness of the Joint Assessment and Discharge Team</li> </ul>

	<ul style="list-style-type: none"><li>▪ System Wide training to support Staff along Frailty Pathway</li><li>▪ Care coordination training</li></ul> <p>The training packages are being developed by stakeholders across the BHR economy and will be rolled out from October 2015.</p>
Frailty pathway	Work is taking place to produce more detailed borough level maps of frailty services in the BHR economy; the updated map will come to the Integrated Care Steering Group meeting in November 2014.
AOB / Next meeting	Wednesday 22 October 2014 (1pm – 3pm), Becketts House, Ilford

# BHR Systems Integrated Care Steering group (ICSG) Briefing

Meeting dated – 22 October 2014

Venue – Beckett's House, Ilford

## Summary of paper

This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

Agenda	Key issues raised
Strategic Plan update	<p>CCGs will provide assurance to NHS England on more detailed feedback received in September at a North East London wide meeting taking place on 7 November.</p> <p>The North East London Advisory Group has been established to address north east London wide issues, understand interdependencies, and share best practice; these arrangements will be reviewed post December 2014.</p>
Borough stories summarising strategic plan	<p>A user friendly narrative detailing what the Strategic Plan means at Borough level (Barking and Dagenham, Havering and Redbridge) is in the process of being developed.</p>
Integrated Care Steering Group Membership	<p>Following guidance from the Integrated Care Coalition, the group reviewed membership of the Integrated Care Steering Group and agreed to extend invitations to several groups who had expressed interest in attending.</p>
Children's Strategy Update	<p>The group discussed guidance received from the London Children's and Young People's Strategic Clinical Network, which set out priority projects for inclusion in the CCGs Strategic Plan. The Chief Operating Officer for Redbridge CCG updated that Redbridge CCG have appointed a Joint Children's Commissioner who will attend the London meetings going forward on behalf of the BHR economy to ensure London and local priorities align. The group endorsed the approach that the three BHR Local Authority and CCG Joint Commissioners work together to shape their respective Children's Commissioning Strategies.</p>
Mental Health Strategy Update	<p>The group received an update on the CCGs Mental Health Commissioning Framework which has been developed to provide an assessment of how the three CCGs are commissioning mental health services against government policy and to provide recommendations for improving the mental health services for our local populations.</p>
Community Education Provider Networks	<p>The group received an update of the intention to develop a Community Education Provider Network; a group of primary, secondary and community care organisations who will come together to develop locally-tailored education and training for staff in primary and community care.</p>
Operational Resilience update	<p>Stakeholders are working to implement operational resilience plans and are providing weekly progress updates NHS England.</p>
Locality Training Funding	<p>The BHR system has secured funding for three key training work streams: System Wide training to support effectiveness of the Joint Assessment and Discharge Team; System Wide training to support Staff along Frailty Pathway; Care coordination training.</p> <p>Training packages have been developed for 'Essential Care Coordination' and 'Advanced Care Navigator', venues have been booked to host the training across the BHR system to ensure it is accessible, and a training provider has been appointed following a panel review process. The Frailty training package is being finalised and will be rolled out from November 2015 once a training provider has been appointed.</p>
Frailty pathway	<p>Work is taking place to produce more detailed borough level maps of frailty services in the BHR economy; a progress update will come to the Integrated Care Steering Group meeting in November 2014.</p>
Falls Pathway	<p>The group received an update on development of a 'falls' website which will bring all information on falls services within the three BHR boroughs into one place electronically that can be accessed by all. Members agreed in principle to the establishment of a Falls Steering Group subject to further information and discussion. Terms of Reference are being drawn up and will be brought back to the next meeting.</p>
Frailty Academy update	<p>The Frailty Academy ends in November; a proposal is being developed with options for next steps.</p>
AOB / Next meeting	<p>Wednesday 26 November 2014 (1pm – 3pm), Becketts House, Ilford</p>

# BHR Systems Integrated Care Steering group (ICSG) Briefing

Meeting dated – 26 November 2014

Venue – Beckett's House, Ilford

## Summary of paper

This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. Part one of the meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs), with part two chaired by Dr Steve Feast Executive Medical Director – NELFT) and was attended by members as per the Terms of Reference.

Agenda	Key issues raised
Integrated Care Steering Group Membership	Following guidance from the Integrated Care Coalition, invitations to attend the Integrated Care Steering Group were extended to several groups who had expressed interest in attending. The group received an update that five organisations had responded confirming that they would like to attend future meetings.
Operational resilience phase one frailty schemes update	Stakeholders are working to implement operational resilience plans and are providing weekly progress updates to NHS England which include the planned impact of each scheme, a red/amber/green rating for both implementation and delivery, any actions required to achieve a green status and issues for escalation (where appropriate).
Winter Health Advice for Older People	The group received copies of the final 'Winter health advice for older people' leaflets, developed by the BHR CCGs Communications department. The guide outlines top tips for older people to stay healthy over the winter and is now available from over 200 outlets across the BHR economy including all GP surgeries, Age UK offices, council one stop shops, the Telehealth team and public libraries.
Locality Training Funding	The BHR economy has secured funding for three key training work streams: system wide training to support effectiveness of the Joint Assessment and Discharge Team, system wide training to support staff along frailty pathway and care coordination training. Training has commenced for 'Essential Care Coordination' and 'Advanced Care Navigator' and the Joint Assessment and Discharge Team. A provider has been appointed for the 'Frailty' element of the training which will commence shortly.
Frailty pathway mapping	The group reviewed a draft map detailing service provision for frail patients across the BHR economy, showing pathways that patients will follow if they are in crisis (including newly developed services) and noted the work underway to map pathways for Dementia patients in Havering.
Community Education Provider Networks	The North East London Foundation Trust Medical Director provided the group with an update on the progress of the bid to support a local Community Education Provider Network in BHR. The North Central and East London team will feedback shortly if the bid has been successful.
Integrated Personal Commissioning	The BHR CCGs Director of Innovation provided the group with an update on implementation of the Individual Personalised Commissioning (IPC) Programme which has been introduced to allow high-need individuals to be offered the ability to control their own blended NHS and community care, in partnership with the voluntary sector. The key objective of the IPC programme is to support people to make informed choices enabling personal goals to be achieved. Patients will be provided with better information on existing support, with enhanced choice and options by increasing access to voluntary sector, private sector, and public sector support options. A bid has been placed with NHS England for funds to support this.
Complex Care update	The group received an update from the BHR CCGs Director of Innovation on the development of a Complex Care Primary Care Practice (CPCP). Work is progressing to register the CPCP, now called 'Health 1000' with the Care Quality Commission and to finalise a contract with NHS England. Once this work is complete, it is anticipated that Health 1000 Limited will officially open on 1 <sup>st</sup> December 2014. Patient recruitment has commenced in Redbridge and Barking and Dagenham; feedback from the patients has been very helpful and identified opportunities to improve the service design.
Strategic Plan update	The Director of Strategic Delivery noted that there was nothing to report at present from NHS England.
Prevention agenda	Public Health Directors from Barking and Dagenham, Havering and Redbridge attended the meeting to update members of the local processes to refresh Health and Wellbeing Board strategies. Members then discussed future alignment with the BHR system Strategic Plan and CCGs Operating Plans.
User friendly narrative for Strategic Plan	The group received an update from the CCG Head of Communications on the development of 'user friendly' versions of the Strategic Plan for each of the three BHR boroughs. It is anticipated that these will be completed by the end of December 2014.
AOB / Next meeting	Wednesday 17 December 2014 (1pm – 3pm), Becketts House, Ilford