

-  Provider network
-  Chair, Non-Executive Director and Lay Member network
-  Commissioning network
-  System finance network



Integrated care system governance

12 May 2021, online event

Following the government's white paper for reform of the NHS in England released in February 2021, including legislation for every part of England to be covered by an ICS, this forum will bring together a mixed audience to discuss the crucial area of governance and accountability for ICSs.

Bringing together an integrated care system is not just an NHS task, it requires collaboration and clear governance across primary care, secondary care, local authority, social care and the voluntary sector. There is an opportunity here for system leaders to make local decisions within the parameters of the government's blueprint for health and social care reform, and to create a system and a governance structure that best fits their population's needs.

Programme

08:30 **Login and networking**

09:10 **Chair's welcome**

Mark Orchard, Chief Financial Officer, Portsmouth Hospitals University NHS Trust

09:15 **Opening address**

Neeraj Sharma, Senior Programme Manager – System transformation team, NHS England & Improvement

LIVE ONLY

On 11 February 2021, the Department of Health and Social Care published the White Paper Integration and innovation: working together to improve health and social care for all. In this session colleagues from NHS England & Improvement will highlight the key areas of

importance for members in the paper as well as taking questions.

09:45 **Break and networking**

10:00 **Implementation of ICSs from a regional finance perspective**

Cathy Kennedy, *Director of Operational Finance (Yorkshire & Humber), NHS England & Improvement* & **Yasmin Ahmed**, *Head of Strategic Programme Finance, NHS England & Improvement*

Cathy is the Senior responsible officer and Yasmin is the programme lead for a shared work programme across the North East Yorkshire region that is looking at the financial implication of moving to the new Integrated Care System arrangements by 1 April 2022. The programme is overseen by a steering group membership drawn from senior finance leaders of the region's ICSs as well as NHS England & Improvement with the aim of ensuring that approaches are aligned across the region.

In this session, Cathy & Yasmin will explain the purpose of their programme as well as explore the six workstreams which sit within it. They will discuss the upcoming outputs for the programme over the coming months and explain how these are being aligned with the national direction of travel.

They will also highlight the implications of the new Integrated Care System arrangements for the governance of both system working and individual partner organisations, discussing how the financial aims and objectives of the finance programme need to align with other functions and leadership.

10:45 **Break and networking**

11:00 **How primary care networks can play a pivotal role on an ICS board**

Dr Pramit Patel, *Chair, Surrey Heartlands PCN network & Clinical Director*

The NHS Confederation PCN network is a reference group of PCN Clinical Directors, with 1260 PCNs in the country, the group currently has representation from each of them. The purpose of the group is to work with arms-length bodies and colleagues to establish the needs of primary care networks, translating national guidance and setting up further regional support.

Similarly, to ICSs, all PCNs are at varying stages of maturity, development, and governance arrangements. For the more mature primary care networks, they are now looking to establish what the PCN role is within their ICS and good primary care engagement can be achieved at a system level.

Dr Pramit Patel is the Clinical Director for Care Collaborative PCN in East Surrey and is Primary Care Network Leader (PCN) for Surrey Heartlands Integrated Care System.

As a primary care network leader in his ICS, Dr Patel will be discussing the pivotal role PCN clinical leaders can play, how they can adequately represent all PCNs in their locality, as well as sharing his own reflections as a member of the Confed PCN network.

11:45 **Break and networking**

12:00 **Organisational v system leadership – competing or complementary?**

Sarah Morgan, *Director of Organisational Development & Interim Strategic Lead for the SEL ICS Workforce Programme, Guys and St Thomas' NHS Foundation Trust*

The NHS has worked in a competition model for the past 20 years. The pandemic created a disruptive moment and enabled the financial regime to move from the activity-based system through this break-even transition to a new, future regime based on collaboration. New incentives to underpin this new way of working will need to be developed but the

question is how will leaders, traditionally organisationally focussed, manage the pivot between organisational and system leadership?

Many will be expected to continue to be organisational custodians whilst simultaneously taking system-wide decisions that may not always be of immediate or direct benefit to their organisation. How will leaders manage the inherent tension and what type of leadership will be required to deliver on the 4 ICS ambitions?

12:45 Lunch and networking

13:15 **Workshops (please choose from one of the options below)**

13:55 Break and networking

14:10 **Governance opportunities and challenges at an ICS level**

Andrew Pepper, *Independent Consultant, Director of Finance & IT, The Rotherham Hospice and previous NHS Director of Finance and system leader*

Andrew has over 30 years' experience in the NHS, is a former CCG CFO and ICS Strategic Finance Lead. He built a regional and national presence, representing CFOs nationally on the NHS Clinical Commissioners Board, chairing regional networks and leading on regional contract negotiations.

Andrew now works independently supporting ICSs to work through the complexities of collaboration, he provides expert support into major system-investment business cases and undertakes a wide range of projects; as well as working as a Finance Director in the third sector.

In this session Andrew will explore some of his recent activities which include supporting ICSs to mature through collaboration, road-map design, providing finance, economic and commercial leadership for major capital business cases, demonstrating added social value, advising on system efficiency, providing innovative approaches to risk management and governance-design work.

14:55 **Chair's closing comments**

Claire Yarwood, *Chief Finance Officer, Manchester Health and Care Commissioning*

15:00 **Event close**

Workshops

A ICS governance case study – integrating with the voluntary sector

Keith Wood, *Senior Finance Manager - Suffolk & North East Essex ICS, chaired by Sarah Day, Policy & Research Manager, HFMA*

In just over 4 years, the Suffolk and North East Essex integrated care system has made a lot of progress in striving towards a 'system first' approach, with the key to its success being strong leadership, a partnership board with balanced representation and sensible risk taking.

In this session, Keith will reflect on their journey thus far with reference to their integrated working with the voluntary sector. He will explore what can be achieved through true co-production with social care and voluntary sectors as opposed to consultation.

With a highly commended strategy document and the establishment of a strategic investment group SNEE ICS were able to take a leap of faith in awarding NHS money to the third sector to support the overall objectives of the system.

OR

B **Role of the non-executive director in system governance**

Lou Patten, Chief Exec of NHSCC and Director of the ICS network, chaired by **Claire Yarwood**, Chief Finance Officer, Manchester Health and Care Commissioning

Leadership and governance will be a crucial component of the success of statutory Integrated Care Systems (ICSs). While ICSs will take over many functions of today's CCGs, their leadership and governance requirements will not be the same.

As Chief Executive of NHS Clinical Commissioners and Director of the NHS Confederation ICS Network, Lou Patten will reflect on the experience and legacy of CCGs and their lay members alongside the aspirations of ICSs to consider the role of non-executive leaders in the new system landscape.

OR

C **Governance award short list rapid discharge case study**

LIVE ONLY

Nikki Burnett, Deputy CFO, **Andrea Edgson**, Senior Finance Manager, Portsmouth CCG & **Richard Webb**, Finance Manager, Portsmouth City Council, chaired by **Lisa Robertson**, Policy & Research Manager, HFMA

Portsmouth CCG were short listed and highly commended for the HFMA Governance award for their work on the rapid discharge programme, during this session Portsmouth CCG will talk about their integrated working relationship with their Local Authority, and the importance of the cultural shift in how NHS/LAs engage with each other. Portsmouth CCG will talk about how the programme was developed, the encounters they discovered and reflections on where they are now.