



**Integration Finance Network**

The HFMA & CIPFA Health & Social Care Partnership

# Integration Summit

## Beyond process to action

8 February 2018, London

Our third annual Integration Summit, jointly held by HFMA and CIPFA, is a unique place where NHS provider directors of finance, directors of adult social care, local authority treasurers, CCG CFOs and STP finance directors can come together to discuss integrated finance and governance structures and the challenges of leading system change across health and local government. You will hear from a range of health and care experts sharing their perspectives and experiences to assist you in developing your crucial leadership role.

Since the publication of NHS England's Five Year Forward View in 2015, the financial pressures mean the importance of creating a health and care system that can deliver far-reaching change effectively and collaboratively has become critical. The lack of joined-up services has always been an issue expressed by patient groups, and a more unified system promises our communities more control over their own care pathways and better outcomes as a result. Joint working is moving at different speeds across the country, integrated or accountable systems still lack clarity and pose challenges to the newly appointed leaders of these systems. Finance leaders are working to establish and finesse new governance structures and pooled budgets to meet the requirements of their systems, and attention is now turning to examine the practical challenges. Positive effects on patients of integrated systems are encouraging us to consider how lessons learnt and best practice can be shared, and how innovation can be spread rapidly. This Summit is intended to stimulate discussion and help you do exactly this.

As such, each speaker has been asked to allow plenty of time for debate and Q&A which will operate under the Chatham House Rule. Attendees are encouraged to come prepared to participate and engage in a safe environment.

## Programme

**09:00** Registration, coffee and networking

**10:00** **Chairs' opening address**

*Suzanne Tracey, CEO, Royal Devon and Exeter NHS Foundation Trust, chair, Provider Finance Faculty, HFMA and member, CIPFA's Health and Integration Board*

### **10:05 What does integration mean for patients?**

*Jeremy Taylor, CEO, National Voices*

The work of National Voices puts the patient at the centre of health and social care, and as such in line with the national integration agenda. Whilst there is an agreed direction of travel, person-centred care is still very much “an ambition, but not yet a priority.” Creating financial savings and improving the quality of healthcare services must involve more education, care planning, co-ordination and the patients’ involvement in decisions. These new approaches are only likely to become more prevalent and vital as accountable care systems develop.

Jeremy will set the scene for the day and offer his view on the key focus areas and challenges that the integration agenda faces, using his experience and recent work to convey ultimately why the patient perspective is so important.

### **10:35 Leading the integration agenda**

*Jon Rouse, chief officer, Greater Manchester Health and Social Care Partnership*

*Mark Webb, chair, NHS North East Lincolnshire (NEL) CCG*

Whilst the direction Manchester is taking to integration is notably unique, other areas have been working outside of a devolved framework, with similar ambitions. NHS NEL CCG has been commissioning adult social care services since 2007, with national recognition and visible benefits. Despite the different ways of achieving collaboration, there is an agreed understanding of how difficult it is to manage both health and care, and why it is so important to take an active and joined up approach across all organisations involved.

Jon will be opening the session, sharing how leading the integration agenda in Manchester feels in practice, including how the partnership has responded to challenges faced. Mark will discuss similar themes, but with the perspective of North East Lincolnshire, and how both health and local government developed the governance structures and collaborative arrangements. Both will consider how the conditions of success can be replicated and shared across the country before a chance for discussion.

### **11:15 Joint Q&A**

### **11:30 Coffee, exhibition and networking**

### **11:55 Moving towards collaboration across organisations**

*Julian Baker, director of national collaborative commissioning, NHS Wales*

*Matt Graham, programme director, West Yorkshire Association of Acute Trusts (WYAAT)*

*Fiona McMillan-Shields, associate director of integration, NHS Luton CCG and Luton Borough Council and Atif Iqbal, finance business partner (people & PHCP directorates), Luton Borough Council*

Delving into the detail of integration at a local level, you will hear from three areas of the country offering different methods of working together across organisations. Outside of the national direction of STPs, Julian will be offering the perspective of the devolved nations and explaining how commissioning is evolving in Wales. The 6 acute trusts in WYAAT are collaborating to standardise and network acute services to improve quality and increase efficiency – an approach that H&SC organisations looking to work together can learn from. Fiona and Atif will be offering an overview of the developing model that NHS Luton CCG operates with the local council and what the plans are for the organisational structure.

### **12:40 Panel Q&A**

### **13:10 Lunch**



**14:10 From national projections to local projects: Reimagining patient care through social prescribing**

*Dr Michael Dixon, national clinical champion for social prescribing, NHS England*

*Siân Brand, lead programme manager, Connect Well, Mid Essex Social Prescribing Project*

Whilst GPs and NHS organisations have already been involved in patient referral schemes in some way, shape or form, many are now becoming increasingly interested in how social prescribing at scale can help meet the demands of their local STP. Many finance professionals are reimagining the delivery of services by moving away from reactive care, to engaging more with the public and giving the patient a voice. However, this is requiring bold and holistic system changes, often with limited systemic and robust evidence of the financial savings they could be making.

Dr Dixon will be offering the national perspective on the social prescribing agenda and the plans for implementation going forward. Dr Dixon will incorporate his clinical experience and how he envisages the bridging of the gap between primary care, secondary care and more broadly, health and local authority. Siân will be delving into the detail on social prescribing in practice, discussing the challenges the Connect Well project has encountered, but also equally the progress and financial achievement since adoption in 2015.

**14:50 Joint Q&A**

**15:00 Coffee & Networking**

**15:20 Relational leadership and building collaboration**

*Mark Rogers, executive director, Collaborate CIC*

The governance structures for new models of care continue to be a hot topic of discussion for senior finance professionals. How do we formally integrate organisations that have historically been separate, both through legislation and institution? Whilst there is great importance in establishing the formal structures of these new relationships, leaders should also understand the culture, purpose and motivations underpinning how teams work, and how these characteristics can be influenced, harnessed and aligned. In among the increasing pressures being placed on the workforce, across both health and local government, the ambitious integration agenda is creating a further shift in many people's day-to-day work lives. Supporting colleagues in these turbulent conditions effectively - from a leader's perspective - is multifaceted and complex, but vital to the national health and care agenda.

Mark will be drawing upon his experience to examine the challenges of leadership and governance across multiple organisations and consider the importance of reciprocal empathy and behavioural insight, particularly within the unpredictable climate of STPs and accountable care.

**16:00 Chair's closing address**

*Suzanne Tracey, CEO, Royal Devon and Exeter NHS Foundation Trust, chair, Provider Finance Faculty, HFMA and member, CIPFA's Health and Integration Board*