

Subject:	Executive Lead report
Presented by:	Melanie Craig, Executive Lead, Norfolk and Waveney Health and Care Partnership
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Submitted to:	The interim ICS Partnership Board, 10 June 2021
Summary:	
<p>The Executive Lead report covers:</p> <ul style="list-style-type: none"> • Becoming an Integrated Care System • Pressure on the system • An update on the COVID-19 vaccination programme • System wide development and transformation • Equality and Diversity • Leadership development 	
Recommendation:	
<p>The interim ICS Partnership Board is asked to:</p> <ul style="list-style-type: none"> • Note the report. 	

A. Becoming an Integrated Care System

I was delighted to present to our Norfolk Local Public Sector Leadership Forum on the progress of our ICS recently. Lots of work continues to take place, at pace, across the Norfolk and Waveney health and care system to think more seamlessly and work together much more closely.

A number of place based working proposal options have been developed, of which we are engaging with partners across the system to arrive at a model which best meets local needs and ways of working. This will be fundamentally important as we transition to an ICS and beyond.

It is hoped that a decision on the Norfolk and Waveney ICS boundary will be made later this month.

B. Pressure on the system

The health and care system across Norfolk and Waveney remains under pressure. Rollout of the vaccination programme continues to be a significant piece of work, particularly for general practice who have administered the majority of vaccines across Norfolk and Waveney.

We of course need to make sure that patients get the care they need and we collectively continue to work together to find the right balance between helping those who need it, including those who've had to wait longer as a result of the pandemic, and supporting our workforce to recover from the pressures they have faced throughout the pandemic.

National and local media coverage continues to emerge, suggesting that patients are finding it difficult to obtain face to face appointments with their GPs. I felt that I needed to address this issue, before a perception becomes a truth.

It is important to be clear that GP practices have continued to see patients in person during the pandemic, but as with many other NHS services, the number of face-to-face appointments has understandably had to reduce to protect patients - particularly those at higher risk if exposed to COVID-19, and to protect our staff. In the face of social distancing and infection control restrictions, practices should be commended for providing more than half of their appointments face-to-face.

The latest published data available, confirming the number of GP practice appointments is March 2021. Despite the vaccination programme continuing at pace, the number of appointments exceeds last year:

- 513,556 in March 2020
- 576,549 in March 2021.

The proportion of different appointments shows the transformation of more remote appointments and delivery of services in alternative ways.

In March 2020, there were 381,928 face to face appointments, as opposed to 370,599 in March 2021, a small reduction. Telephone appointments for the same months stood at 106,739 and 176,305, with the shortfall made up of home visits and video conferencing. That means that in Norfolk and Waveney, there were around 25,000 appointments being delivered each day in general practice, of which more than 16,000 were face to face.

As you would expect with such a huge volume of patient activity, there will be some instances where an individual practice may need some support to address an issue; we continue to work closely with and support all practices to ensure that where any direct issues are raised, support will be provided accordingly.

A lot of work has taken place over the last few weeks to focus on emergency pressures and preparation as a system in advance of the Whitsun bank holiday which is always a busy time for Norfolk and Waveney. This work remains vitally important as we continue to plan ahead for summer and winter

Like many other systems across the country, we are seeing a return to pre-COVID-19 levels of activity in all our emergency departments and ambulance conveyances.

We have been working hard with colleagues across the system to address these issues. Some of this work has included a review of the Directory of Services (DoS), along with an update to all community pathways. Community clinicians based in the Clinical Assessment Service are also redirecting appropriate referrals into the community, including working up prescriptions so that primary care doesn't have to pick this up, which can add further delay.

It was pleasing to see ahead of the Bank Holiday weekend that our provider organisations ran a number of Multi-Agency Discharge Events (MADE) with system partners, hosted by our hospitals to improve patient discharge ahead of a period of peak demand.

Recently, our colleagues in the East Locality have taken this model and run a MADE event in the community to try and improve discharge from community beds, getting patients home quicker ahead of the weekend, where safe and appropriate to do so. This focus on community care gave organisations in the East additional capacity to support hospital colleagues over the busy bank holiday period.

C. An update on the COVID-19 vaccination programme

As at Sunday, 23 May 2021, more than one million doses of the COVID-19 vaccine had been given out in Norfolk and Waveney since the start of the vaccination rollout in December. Published data is updated every Thursday, so the number of vaccines administered, the percentage of people vaccinated and the latest cohort age will have changed since this paper was published. Currently, we are vaccinating people aged 30 plus.

Latest figures, at the time of publication show that:

- 76% of people aged over 16 in Norfolk and Waveney had received their first dose, compared to 70% of adults in England. This puts us third out of the 42 health and care systems in England.
- 50% of people aged over 16 in Norfolk and Waveney had received two doses of COVID-19 vaccine, compared to 43% of adults in England. This puts us sixth out of the 42 health and care systems.
- In the week to 23 May, 66,902 doses were given, of which 22,435 were first doses and 44,467 were second doses.

Texts are sent regularly by the national booking system inviting people to book a vaccination appointment to those eligible.

We are now working with younger cohorts, who, due to a number of reasons appear more reluctant to have their vaccination. It is really important that younger people have the vaccination when it is offered to them as the disease can have serious implications for some. Younger people who have had COVID-19 are just as likely to develop long COVID symptoms. Having the vaccine will help protect people from becoming seriously ill with COVID-19, reducing the chances of being affected by the virus longer term. They will also help protect others by having the jab.

I presented detail of some early engagement with people aged 18-30 has been taking place over the last few weeks and we have heard from almost 1,000 young people. This engagement continues and feedback and insight will be used to inform a dedicated campaign aimed at younger cohorts. Early indications show that younger cohorts prefer walk-in clinics, clinics at earlier and later times of the day. Work is taking place by operational teams across the partnership and by communications and engagement colleagues to ensure messages are targeted, help address myths and encourage young, fit and healthy individuals to have the vaccine.

Our roving vaccination teams continue to reach out to hard to reach groups. A great example of this is a number of vaccination clinics at Norwich mosque. One clinic took place just after midnight during Ramadan, where 100 people were vaccinated after prayers between 12.30am and 2.30am. More than 60 people were vaccinated during a two-and-a-half-hour clinic at the mosque in Norwich on 26 May. We continue to work with community and faith leaders where there is some hesitancy, to encourage people to take up the vaccine and counter misinformation.

I am also pleased that people eligible for a COVID-19 vaccination in Norfolk and Waveney now have even more locations to choose from when booking their appointment. More community pharmacies are opening up across Norfolk and Waveney and more are in the pipeline.

D. System wide development and transformation

I mentioned in my last report that we have been successful in attracting £2 million in transformation monies to go ahead with a programme of work to join up organisations providing community mental health services across the health and social care system in the area.

The Health and Care Partnership is using the money to improve services for adults and older adults. The funding for 2021/22 will be used to improve access to services for adults with moderate to severe mental health conditions, including eating disorder, those in need of mental health rehabilitation and those with a personality disorder. Increased funding will be available for the next two years to address the social causes that impact on mental health, tackle inequalities and support people to live better in the community.

Money will be used to fund new roles, such as dedicated mental health practitioners and recovery support workers based in primary care networks and GP practices, and part-fund wellbeing hubs enabling earlier and easier access to mental health support.

The design of the model is being developed with people who are already using these services to ensure that their needs and priorities shape the model, I am pleased this approach is being taken to design the model in this way.

The Health and Care Partnership has also been awarded £345,000 of funding to support children and young people with a learning disability, autism or both, who are at risk of admission to a specialist hospital.

The funding has been awarded after a bid was submitted to NHS England and Improvement for resources to support some of Norfolk and Waveney's children and young people who have complex care and support needs.

The funds will pay for five Transforming Care Navigators who will support and guide families, children and young people and help them to navigate the education, social care and health systems. By getting the right help and support at the right time, it is hoped this will improve outcomes for these children and young people and reduce the risk of a hospital admission.

It is pleasing to see that the bid was co-produced with families and young people, along with a number of partners from the voluntary and community sector.

There are a number of other projects and transformation money that has been awarded to Norfolk and Waveney across mental health and learning disabilities. In addition to this, a bid for Children's Wellbeing Practitioners is in progress.

These successful funding bids, in partnership, are indicative of the way we will be able to reap the benefits of new, improved ways of working together as an ICS.

E. Equality and Diversity

I am delighted that NHS organisations have signed up to the regional anti-racism strategy. A Norfolk and Waveney Equality, Diversity and Inclusion (EDI) plan has been developed for the Norfolk and Waveney Health and Care Partnership, which we are asking partners to sign up to. We are holding a 'Cultural wisdom as a platform for change' workshop on 16 June and 21 July, featuring Byron Lee, who has 30 years' experience of supporting the development of compassionate and inclusive leadership within the health and social care; system-wide culture change programmes; and building wellbeing and resilience into the system.

We need our leaders to role model their commitment to supporting our EDI agenda and I would encourage as many existing leaders and future leaders to attend the workshop.

This programme offers a chance for strategic and system leaders to explore and learn about transformational approaches to inclusion, diversity and equity; including supporting the capacity to remain engaged with uncomfortable yet important diversity and inclusion topics.

F. Leadership Development

I am pleased to see that 30 senior leaders across Norfolk and Waveney health and social care have signed up to a new leadership programme which begins in June. The 2021 programme has been developed on the feedback from the 2019-20 programme and is in line with the #WeCareTogether People Plan 2020 - 2025.

The programme is designed to provide the time and thinking space for Associate Directors/Director level leaders across the Norfolk and Waveney ICS to consider their role in strategic system change and to work through system issues with the input of local and national experts.

I hope that exposure to system agendas will support the achievement of ICS objectives. Networking across the system will develop collaborative systems and relationships, whilst allowing for personal growth and development, with access to national experts in systems leadership, exposure to the ICS executives and will shape the cultural changes within in the Norfolk and Waveney system. I look forward to sharing progress in due course.

Governance	
Meetings that this report has been, or is going to be, discussed at:	This report has not been discussed at any other boards, committees or meetings.