

Cover Sheet

Trust Board Meeting in Public: Wednesday 12 July 2023

TB2023.64

Title: Acute Provider Collaborative

Status: For Discussion

History:

Board Lead: Chief Executive Officer

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BOB ICS

Confidential: No

Key Purpose: Performance

Executive Summary

1. The purpose of this paper is to provide a short update on development of the BOB acute provider collaborative (“the collaborative”).
2. The BOB acute provider collaborative is comprised of Buckinghamshire Healthcare NHS Trust, Oxford University Hospitals NHS Foundation Trust, and Royal Berkshire Hospitals NHS Foundation Trust.
3. The collaborative members and the ICB are scoping the priority areas for 2023/24, aligned with the ICS Joint Forward Plan and system challenges. They are also considering the most appropriate governance model to support delivery and links with the ICB – importantly Place-based programmes and priorities. This initial phase of work is expected to be completed by August 2023.

Recommendations

4. The Trust Board is asked to:
 - note the emerging priorities and programmes for the Collaborative and alignment with the BOB Joint Forward Plan.
 - note the potential for interaction with the development of Place-based priorities and programmes and the timelines for returning with a governance structure that will ensure cohesive working between the Collaborative and Places.

Acute Provider Collaborative

1. Purpose

- 1.1. The purpose of this paper is to provide an update to the Board on progress towards establishment of the BOB Acute Provider Collaborative.

2. Background

- 2.1. In 2021, NHS England set out a formal requirement for all trusts providing mental health and acute services to be a part of at least one 'provider collaborative' by April 2022. The definition of a provider collaborative is deliberately loose, allowing local areas to identify the functions and governance arrangements that will best meet the needs of their population. Whatever form they take, providers should work together to:
 - 2.1.1. reduce variation and inequality in outcomes, access and experience;
 - 2.1.2. improve resilience; and
 - 2.1.3. deliver specialisation where it will improve outcomes and value.
- 2.2. It is expected that provider collaboratives will play an immediate role in supporting post-pandemic system recovery. Over time, they should play a greater role in assessing population needs, service design, and commissioning – with provider collaboratives given responsibility for the delivery of system priorities.
- 2.3. Organisations involved in collaborative arrangements should fully prepare for the changes in responsibility by working with partners to set clear objectives and a strategy, so that they can determine which mechanism would be most appropriate for delivery; and by ensuring proper governance arrangements are in place to assure their agreed delegation/joint exercise model in the future.

3. Draft vision, priorities and programmes

- 3.1. The BOB integrated care partnership has published its strategy, setting out its vision for ***everyone who lives in Buckinghamshire, Oxfordshire and the Berkshire West area, to have the best possible start in life, to live happier, healthier lives for longer, and to be able to access the right support when needed.***
- 3.2. To deliver on this vision for the system, the aim of the ICP is to demonstrate best in class collaborative working across the health and care economy and with its partners. The Chief Executives and Chairs of the

acute providers and the ICB have met to discuss and agree their initial priority areas of focus for 2023/24, aligned with the BOB Joint Forward Plan.

- 3.3. A CEO and Chair from each trust will provide senior sponsorship to the programmes, supported by an Executive SRO as follows:

Programme	Chair	CEO	SRO
Clinical Services	Jonathan Montgomery, OUH	Steve McManus, RBFT	Janet Lippett, CMO, RBFT
Corporate Services	Graham Sims, RBFT	Neil Macdonald, BHT	Terry Roberts, CPO, OUH
Elective Care Board	David Highton, BHT	Meghana Pandit, OUH	Dom Hardy, COO, RBFT

- 3.4 The scope, resource requirements and timelines for each programme are currently being drafted and expected to be completed over Summer 2023.

4. Governance and relationship with the ICB

- 4.1. Good governance arrangements will allow the Buckinghamshire, Oxfordshire and Berkshire West (BOB) acute provider collaborative to take effective decisions, at pace, on behalf of its organisations and population. It will also provide strong mechanisms for holding each other to account and ensure that the needs and voices of local communities are embedded in programme delivery.
- 4.2. Options for the governance of collaborative working across systems can be considered on a spectrum from loose collaboration through to a merger of provider organisations. Broadly, these are:
- Executive Board
 - Joint Committee in Common
 - Joint Committee
 - Merger / Group model
- 4.3. It is strongly recommended that collaboratives agree their purpose and programmes of work before determining the most appropriate governance structure to support and oversee delivery. Therefore, once the final scope for the work of the Collaborative is agreed, the right governance model from the options above will be selected. It is likely that an Executive Board

or Joint Committee in Common will be the most appropriate model for 2023/24.

- 4.4. In developing the governance model, links with the ICB, its sub-committees and existing programme boards will be considered. This includes alignment with the development of Places and their priorities and programmes, where there are risks of duplication and multiple demands on system stakeholders.

5. Conclusion

- 5.1. The Collaborative will continue to work up the scope for its priorities and programmes of work for 2023/24, aligned with the BOB Joint Forward Plan and the development of Place-based programmes.
- 5.2. Once these have been agreed, the CEOs and Chairs will be asked to select the most appropriate governance model to oversee delivery. This will include consideration of the links with the ICB and its governance structures. This is expected to be finalised by August 2023.

6. Recommendations

- 6.1. The Trust Board is asked to:
 - note the emerging priorities and programmes for the Collaborative and alignment with the BOB Joint Forward Plan.
 - note the potential for interaction with the development of Place-based priorities and programmes and the timelines for returning with a governance structure that will ensure cohesive working between the Collaborative and Places.