NHS Monthly Insight Report

June 2021

360 Assurance is a member of The Internal Audit Network (TIAN) which comprises the 10 NHS internal audit consortiums and in house teams operating in England. These organisations collaborate across a number of areas to leverage their collective knowledge and expertise and drive efficiency and effectiveness. The monthly insight report highlights key publications and is intended as a useful update and reference tool. This report is produced by TIAN and shared by 360 Assurance.

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Introduction

The Internal Audit Network (TIAN) comprises the 10 NHS internal audit consortiums and in house teams operating in England. These organisations collaborate across a number of areas to leverage their collective knowledge and expertise and drive efficiency and effectiveness. The monthly Insight Report is produced by CW Audit on behalf of TIAN and is shared across TIAN members and their clients.

Developments in the NHS	
HFMA briefing: Summary of integrated care systems: design framework 	The integrated care systems: design framework begins to set out how the NHS will operate within a statutory integrated care system (ICS). It covers a number of areas where clarity has been requested, such as how resources will be allocated and the roles of different organisations within the ICS. It highlights where there are consistent national requirements for all ICSs and where local determination of approach can be applied. There is still a substantial amount of guidance to come as further discussions are held with stakeholders and local systems. This will support detailed local planning and is likely to follow the presentation of the proposed legislation to Parliament. The framework is clear that local systems may make reasonable preparatory steps in advance of legislation but should not act as though the legislation is in place or inevitable. The framework goes beyond the likely minimum statutory requirements in order to set out what is needed for ICSs to be successful. This briefing summarises the key points covered in the framework. The original document should be referred to for the full detail. The briefing can be found here: https://www.hfma.org.uk/publications/details/summary-of-integrated-care-systems-design-framework *For information*
HFMA briefing: Summary of the Health and Care Bill	The Health and Care Bill (the bill) was given its first reading in Parliament on 6 July 2021. Once the bill is enacted, it will bring the proposals set out in the white paper *Working together to improve health and social care for all* into effect. This briefing summarises the key parts of the bill focusing on those areas that will impact on HFMA members. It can be found here: https://www.hfma.org.uk/publications/details/summary-of-the-health-and-care-bill The bill sets out how integrated care boards (ICBs) will be established, what their functions will be and how they will be governed. It also sets out the requirement for ICBs to establish a joint committee with local authority partners – integrated care partnerships (ICPs). ICPs will be required to prepare an integrated care strategy that sets out how the assessed needs of the area are to be met by NHS England, the ICS and local authority. The bill will establish NHS England as a single body that fulfils the functions currently being delivered by the NHS Commissioning Board, Monitor and the NHS Trust Development Authority. The bill will make some changes to the financial duties and powers of NHS trusts and NHS foundation trusts. All NHS bodies, including NHS England and ICBs will have to have regard to the wider effect of their decisions on health and wellbeing, quality of services and efficient and sustainable use of resources. The bill allows for the replacement of the national tariff by the NHS payment scheme. There will also be changes to information governance as a result of the implementation of the bill. *For information*

Developments in the NHS	
HFMA briefing: Benefits realisation: how does a benefits realisation approach support the delivery of value? 	Benefits realisation is an integral part of delivering the value-based NHS strategy in Wales, and across the United Kingdom - maximising the outcomes that matter to people as well as using resources most effectively. Although there are examples of effective benefits realisation processes being applied in Wales, and across the rest of the United Kingdom, they are not systematic. For many investments, there is a lack of: non-financial metrics; post investment evaluation of the benefits realised; and accountability for delivery of the planned benefits. What exactly benefits realisation means and how it is achieved can be unclear. This briefing aims to support both finance and non-finance professionals to understand why an effective benefits realisation process is important; what a benefits realisation framework might look like; and what the critical success factors are. It can be found here: https://www.hfma.org.uk/publications/details/benefits-realisation-how-does-a-benefits-realisation-approach-support-the-delivery-of-value *For consideration by NHS bodies within programme and project delivery*
HFMA: Improving data quality for costing community and mental health services 	The lack of robust data for mental health and community services makes it harder for health systems to progress with the integration agenda, deliver improvements in value or make the most of innovation. Traditionally there has been less scrutiny of mental health and community data than acute data. As a result, the data for these two sectors is less well developed. In the Healthcare Costing for Value Institute survey, the majority of respondents working in mental health and community services stated that their data for services delivered in a community setting was of poor quality or incomplete. This joint HFMA and Grant Thornton UK LLP briefing focuses on improving the quality of data for mental health and community services for the purpose of costing. However, the key messages are relevant to the wider group of stakeholders who use the data for multiple other purposes, including: • improving patient pathways • delivering better value • tackling health inequalities • understanding financial positions of systems The briefing can be found here: https://www.hfma.org.uk/publications/details/improving-data-quality-for-costing-community-and-mental-health-services *For information*

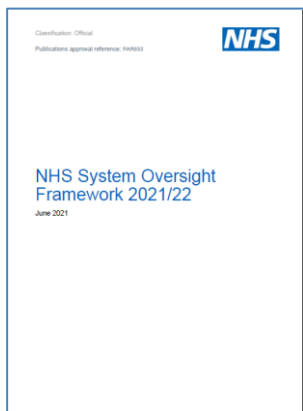| Developments in the NHS	
CQC issues emerging concerns protocol	The protocol provides a process for health and social care regulators to share information that may indicate risks to people using services, their carers, families or professionals. The protocol strengthens existing arrangements, providing a clear mechanism for raising concerns and ensuring a collaborative approach to any proposed actions. It was developed under the governance of the Health and Social Care Regulators Forum and can be found here: https://www.cqc.org.uk/publications/themed-work/emerging-concerns-protocol A signatory should use the protocol when there might be a risk to people using services, their families and carers, or professionals, and where it would be useful to share that risk with other regulators. No piece of information is too small to share. Depending on the information, the signatory may choose to use existing meetings, such as Regional Joint Strategic Oversight Groups and Quality Surveillance Groups to share information. However, these may not be appropriate if the information needs to be shared quickly. The information may also need to be shared with signatories who don't attend these meetings. These meetings are also less suitable for taking quick action on early, low-level concerns. The process 1. An organisation has a concern that they decide needs to be shared with another regulator or regulators 2. A Regulatory Review Panel meeting is set up, coordinated, chaired and minuted by the reporting organisation 3. The outcomes of the review are recorded and shared with all signatories *For information*
NHS Systems Oversight Framework 2021/22	These documents describe NHS England and NHS Improvement's approach to oversight of Integrated Care Systems (ICSs), CCGs and trusts for 2021/22. They describe the framework and associated metrics and can be found here: https://www.england.nhs.uk/publication/system-oversight-framework-2021-22/ The NHS System Oversight Framework for 2021/22 replaces the NHS Oversight Framework for 2019/20, which brought together arrangements for provider and CCG oversight in a single document. It reflects an approach to oversight that reinforces system-led delivery of integrated care, in line with the vision set out in the NHS Long Term Plan, the White Paper – Integration and innovation: Working together to improve health and social care for all, and aligns with the priorities set out in the 2021/22 Operational Planning Guidance. A single set of oversight metrics, applicable to ICSs, CCGs and trusts, will be used to flag potential issues and prompt further investigation of support needs with ICSs, place-based systems and/or individual trusts and commissioners. These metrics align to the five national themes of the System Oversight Framework: quality of care, access and outcomes; preventing ill health and reducing inequalities; people; finance and use of resources; and leadership and capability. *For information*

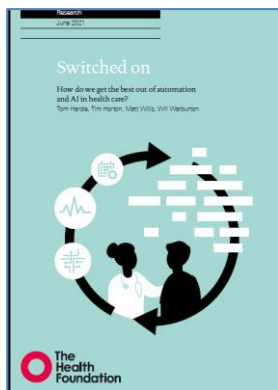| **Developments in the NHS**	
Integrated Care Systems: Design framework	These documents set out the headlines for how we will ask NHS leaders and organisations to operate with their partners in Integrated Care Systems (ICSs) from April 2022 and guidance in respect of what the employment commitment is, its application in practice and how it affects people. They can be found here: https://www.england.nhs.uk/publication/integrated-care-systems-design-framework/ *For information*
NHS Providers': Briefing on Health and Care Bill	The government has published the Health and Care Bill. This briefing sets out an overview of proposals, a summary of the key parts of the Bill as well as NHS Providers' view on these provisions. They have focused on the areas of particular interest to members and where they will seek to influence the Bill as it progresses through parliament. It can be found here: https://nhsproviders.org/resource-library/briefings/on-the-day-briefing-health-and-care-bill *For information*
NHS Providers' briefing: Integrated Care System Design Framework	NHS England and NHS Improvement (NHSE/I) published the Integrated Care System (ICS) Design Framework on 16th June 2021. This briefing sets out the operating model for ICSs from April 2022, after the enactment of the Health and Care Bill which will place ICSs on a statutory footing. It also acts as interim guidance for how ICSs need to continue developing and preparing for new statutory arrangements over the next ten months. The design framework will be supplemented by further information and guidance later this year to support detailed planning. Their briefing can be found here: https://nhsproviders.org/resource-library/briefings/on-the-day-briefing-integrated-care-system-design-framework *For information*

Developments in the NHS	
How do we get the best out of automation and AI in health care? (The Healthcare Foundation report) 	This report offers in-depth analysis into the challenges and potential presented by automation and AI in health care and highlights wider implications for the future, setting out considerations for policymakers and the NHS. As well as describing some of the most promising areas of application of automation and AI to health care, the report also explores the challenges, constraints and practical considerations for making the most of automation and AI. The report goes beyond simply considering their potential, to engaging with what it will take to realise the long-term benefits for patients, the public and NHS staff. It can be found here: https://www.health.org.uk/publications/reports/switched-on *For information*
NHS Confederation briefings	The NHS Confederation has released their briefing on ICS Design Framework (here: https://www.nhsconfed.org/publications/ics-design-framework) and a briefing on the Health and Care Bill (here: https://www.nhsconfed.org/publications/health-and-care-bill) *For information*
Strengthening NHS board diversity: summary	In 2020, to support the diversity ambition of the NHS People Plan, NHS England and NHS Improvement asked the NHS Confederation to identify ways to increase chair and non-executive director diversity in the NHS, with an independent taskforce commissioned to conduct a review. This is a summary of what the taskforce found and its recommendations to strengthen board diversity, prepared by NHS Confederation. It can be found here: https://www.nhsconfed.org/publications/strengthening-nhs-board-diversity-summary *For information*

Disclaimer: This briefing paper is intended to highlight recent developments and issues within the NHS that may be of interest to non-executive directors, lay members and NHS managers. It is not exhaustive and TIAN cannot be held responsible for any omission.