

Welcome to Bedfordshire, Luton and Milton Keynes Health and Care Partnership



**Bedfordshire, Luton
and Milton Keynes**
Health and Care Partnership





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Welcome to Bedfordshire, Luton and Milton Keynes Health and Care Partnership

From 1 July 2022, the way health and care services work together in our area is changing.

This is the date when the new Health and Care Act (2022) comes into force. It will see, over the coming months and years, health and care services in Bedfordshire, Luton and Milton Keynes being brought closer together than ever before.

The idea is that residents who have a range of needs – from health and housing to home care – will be supported in a more joined-up way. It should make accessing services simpler for residents, and the support provided more effective. This [King's Fund video](#) is a good explainer.

We want everyone in our towns, villages and communities to live a longer, healthier life. To do that, it will mean making sure the right services are provided in our four places – Bedford Borough, Central Bedfordshire, Luton and Milton Keynes. In addition, we need to work together to address some of the wider factors that influence our health and wellbeing, such as employment and the environment we live in.

There are a few changes to how things are organised to help us to work better together. At a Bedfordshire, Luton and Milton Keynes level, the Health and Care Partnership sees the NHS, local councils and other organisations develop a strategy to improve the health of our population. An Integrated Care Board is being created which has a new range of responsibilities which are aimed at delivering:

- Improved outcomes in the health of the population and in healthcare
- Reduced inequalities in outcomes, experience and access
- Enhanced productivity and value for money
- Support for broader social and economic development.

We know we are more effective when we work together, and the services we provide are better for residents. At present, if you have a few different health and care needs

it can feel like you have to start at square one every time you talk to someone new.

That can't be right, and in the pages that follow you will see how partnership working is going to improve services. Not only will partner organisations be brought closer together, residents will be at the heart of decision-making about their local services.

These changes represent a real opportunity to improve the health and care of our residents. Please do get in touch if you want to find out more, or get involved by emailing blmkicb.contactus@nhs.net.

Best wishes,



Felicity Cox
Chief Executive

Bedfordshire, Luton and Milton Keynes Integrated Care Board

Who we are

Bedfordshire, Luton and Milton Keynes Health and Care Partnership is the integrated care system in our area. It is a partnership of our four local councils, local NHS organisations and voluntary and community organisations, working with and for residents to support and improve everyone's health and wellbeing in our area.

We have agreed that decisions should be made as close to residents as possible. Therefore most of our work as a partnership will be driven and delivered by our four places: Bedford Borough, Central Bedfordshire, Luton and Milton Keynes. It will build on our existing ways of working at Health and Wellbeing Boards and other partnership arrangements in each place.

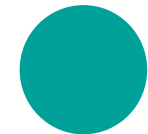
Some of our work will be delivered by working together across Bedfordshire, Luton and Milton Keynes by:

- The Health and Care Partnership which develops the strategy to improve the health of the population
- The Integrated Care Board (ICB), a new NHS organisation responsible for planning the delivery of NHS services to achieve the aims of the strategy, including deciding how resources are allocated. The ICB initially also takes on the work of the Clinical Commissioning Group which is being dissolved, although overtime many of these responsibilities will be moved closer to residents.

Our Partnership is working together to achieve a single aim:

We want everyone in our towns, villages and communities to live a longer, healthier life.

All the different roles in the system will work together to deliver improved health and care for our population. The roles are likely to evolve but their core purpose is described on the [next page](#).



New roles in the Health and Care Partnership



What we do

Bedfordshire, Luton and Milton Keynes Health and Care Partnership has five strategic priorities. Those are the things we want to achieve, together, for the people of our area.

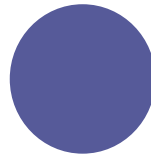
The first three – **Start Well**, **Live Well** and **Age Well** – are related to supporting people's health and wellbeing at each stage of life. The fourth is **Growth**. That means using opportunities as organisations to grow the local economy, bringing greater income to our area supporting the link between economic well-being and peoples health. The final priority is **Reducing Inequalities**, looking at every part of what we do to make sure that we are promoting equality, both of the services people receive and people's health outcomes.

These priorities are ambitious. They need a lot of partnership working to make them happen.

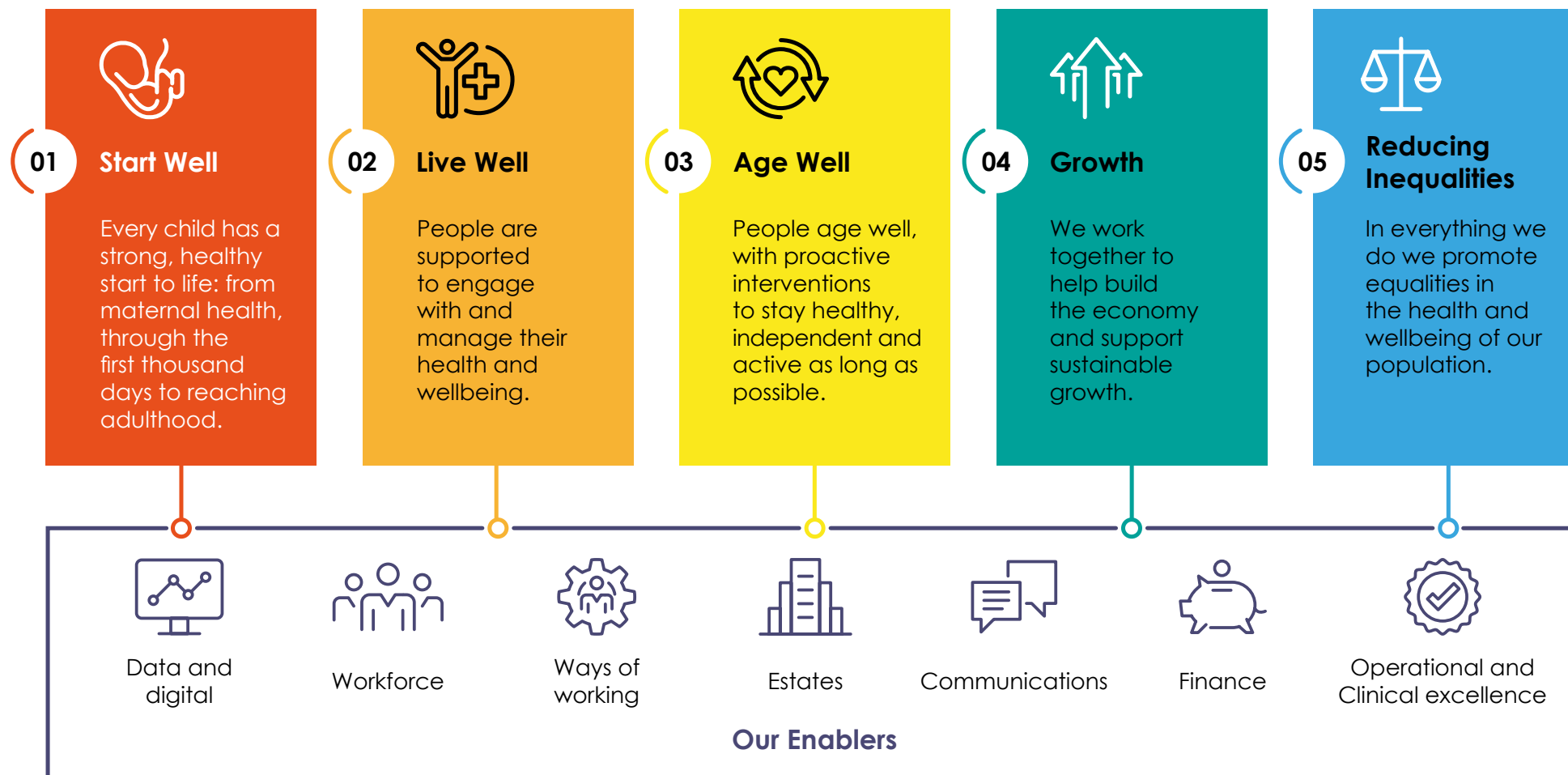
That's why we have seven **enablers** – areas of work we need to focus on to achieve our goals.

They each have teams of specialists working together to look in detail at what they can do to improve services for residents.

All of this is informed by what local people are telling us about what matters most to them. And then taking that information and turning ambition into reality.



Our Strategic Priorities



Our area

The four places in our Integrated Care System are vibrant and culturally diverse and cover a population of 1 million. Whilst there are health inequalities, there is growth and opportunities for us to improve the health and wellbeing of people who live here.

Bedford Borough

Primarily an urban area surrounded by many villages. Over 100 languages are spoken by an ethnically diverse population.

Milton Keynes

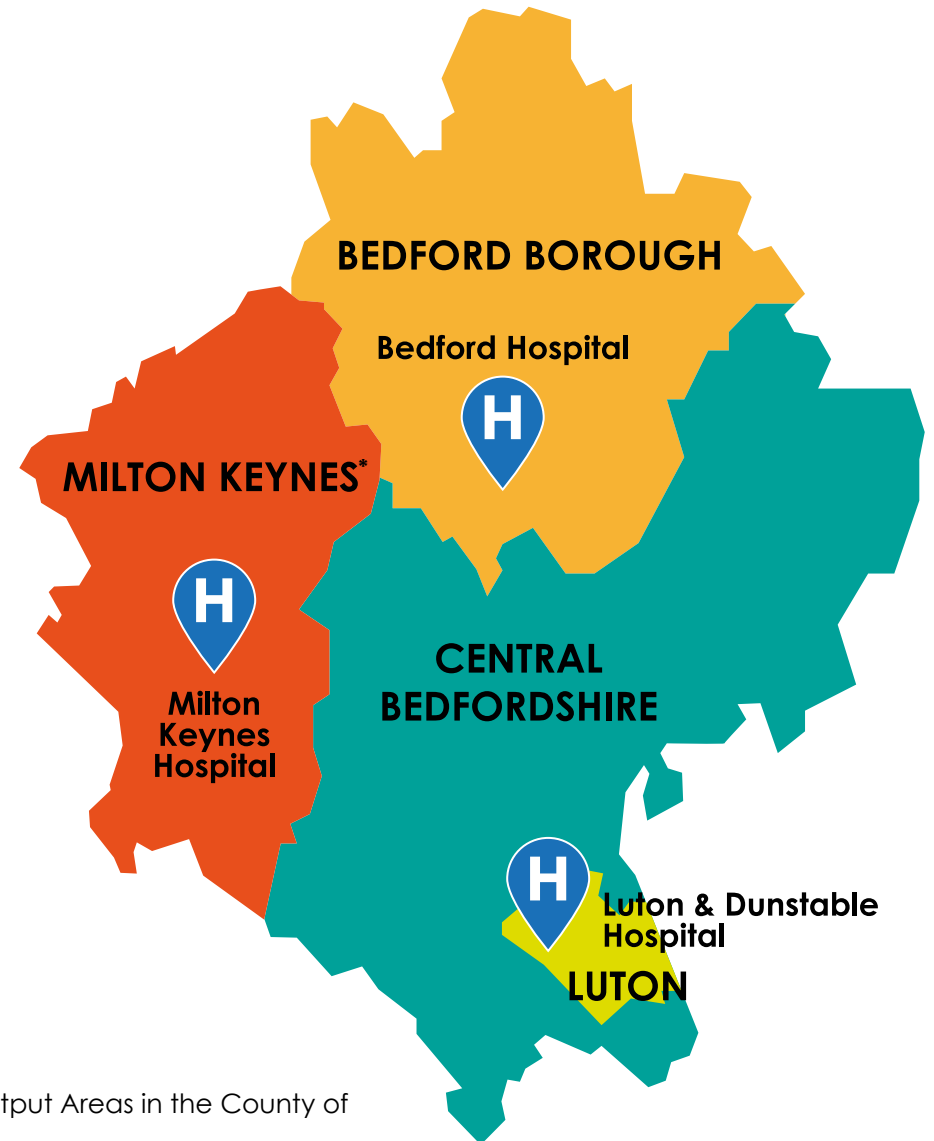
Ethnically diverse population with 90% of people living in Milton Keynes itself and 10% living in rural areas.

Central Bedfordshire

Older, more affluent population with less ethnic diversity than its neighbours. Life expectancy is better than the national average.

Luton

Young and highly culturally diverse population living in our most urban of areas.

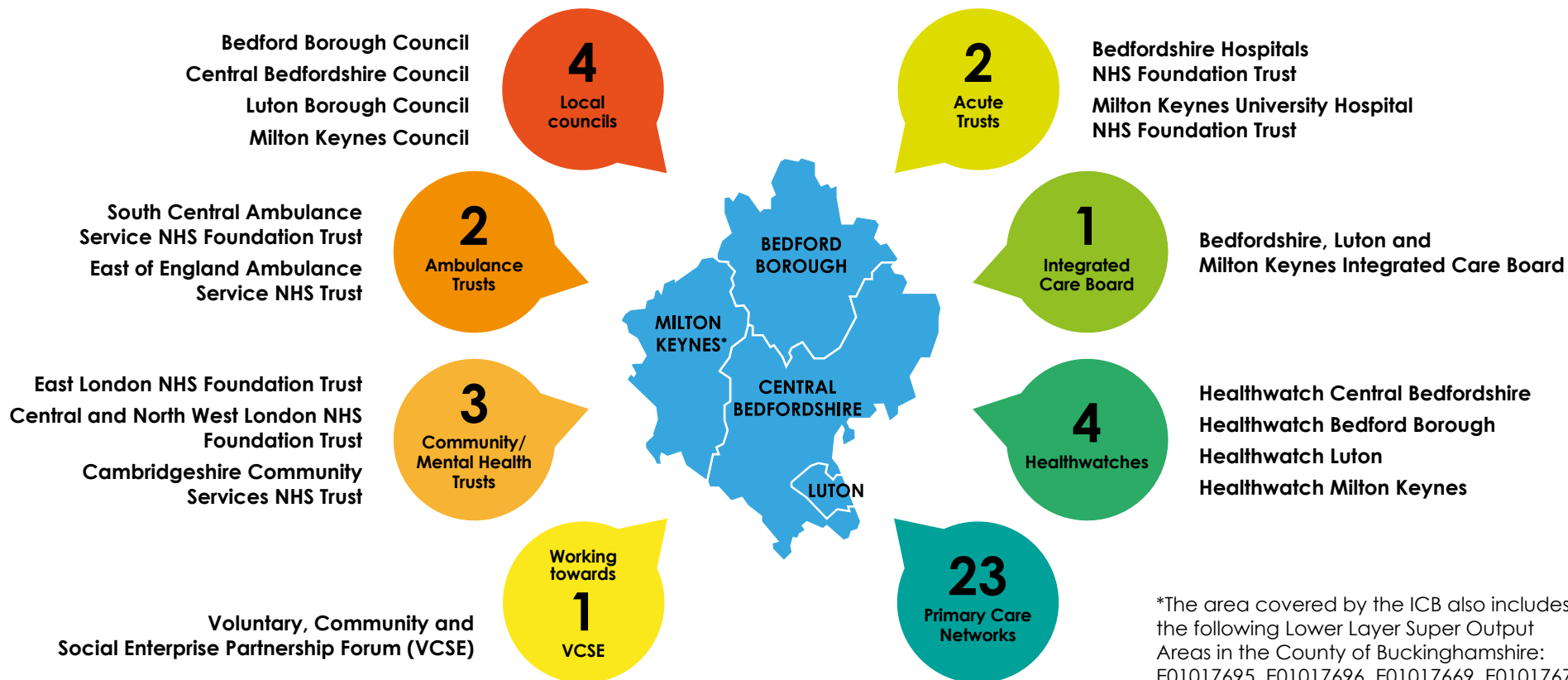


*The area covered by the ICB also includes the following Lower Layer Super Output Areas in the County of Buckinghamshire: E01017695, E01017696, E01017669, E01017670

Our partners

Our partners include the local councils in our area, four Healthwatches, NHS organisations such as hospital, community, mental health and ambulance trusts, 27 Primary Care Networks made up of the 95 GP practices in our area and the voluntary and community sector.

Proud to be working together for better, more integrated services in Bedfordshire, Luton and Milton Keynes Integrated Care System



*The area covered by the ICB also includes the following Lower Layer Super Output Areas in the County of Buckinghamshire: E01017695, E01017696, E01017669, E01017670

What the new Health and Care Partnership means for residents

At first, residents in our area won't see a huge amount of change. Services can still be accessed as before, through your GP when it comes to primary care, or through other health and care service providers, like hospitals and charities.



At the moment, different parts of the NHS are quite separate from each other, because of how it was set up. This means patients can sometimes have a frustrating experience. Overtime we aim to improve the ease of accessing services and eliminate joins and gaps in services, as well as working with our residents to help people stay healthy at home.

Residents should get more joined-up services, with GPs more connected to community pharmacists, social workers and housing officers – or any other person in the health and care system who can help residents. More partnership working is aimed at looking at the causes of the health and care issues and not just the symptoms that might be presented. Therefore, helping to improve people's confidence and independence can improve overall wellbeing.

One of the main ways we are improving services is through better use of data and digital technology. An example of this is shared patient records, which will be fully in use in March 2023. These will allow different parts of the Health and Care Partnership to see patient records, so that they can better understand residents' needs and give an improved service. These records, however, will only be shared as appropriate and with permission.

Over the coming years, we will look to use data to help make interventions with residents earlier so that we can help someone before their health or care issue becomes a crisis. This should help to keep people out of hospital and improve their health outcomes.

While services will be digital first, they won't be digital only. We want to empower you to be part of your care journey. We will also consult with partners and residents, such as on our new digital strategy, when digital approaches are being introduced.

The following is an example of how the new Health and Care Partnership can help our residents.

Mary's story

89-year-old Mary is admitted to hospital following a fall. She lives alone, has mild dementia, type 2 diabetes and is feeling isolated. The longer she stays in hospital, the more likely she will need additional support at home after being discharged.

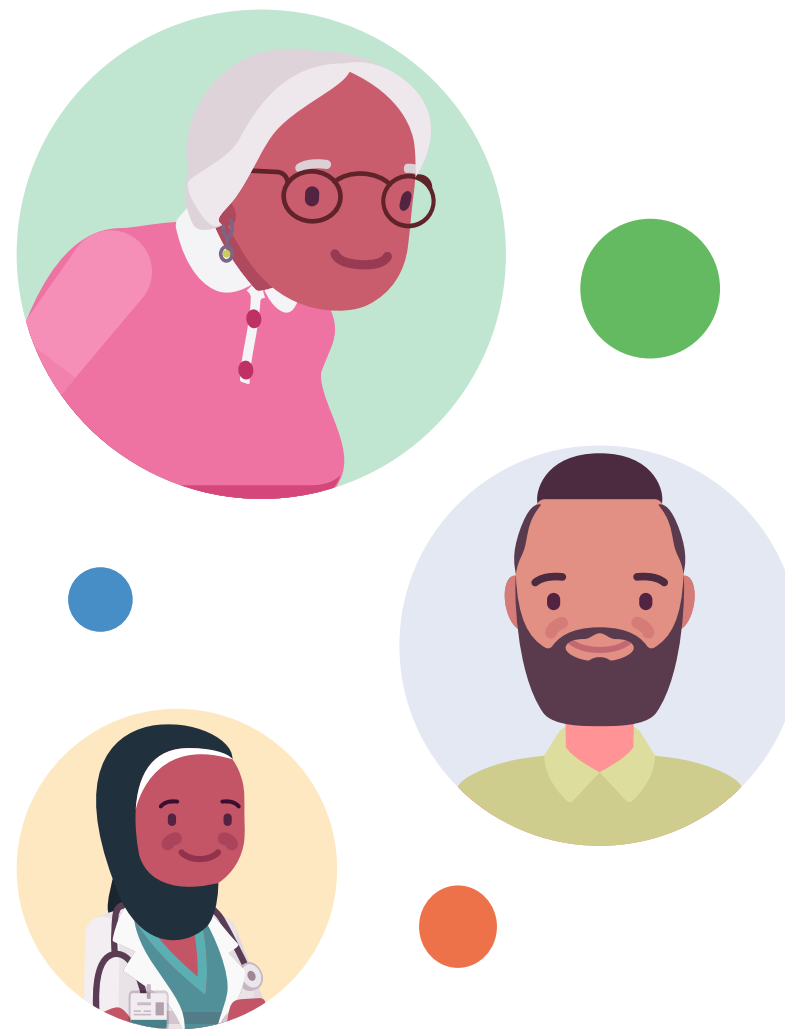
To go home she needs a complete care package that includes:

- Nursing care to dress her wounds
- Physiotherapy to help her mobility
- Additional care to make sure she is eating regularly, managing her diabetes and generally looking after herself.

At present, the person that cares for Mary might have to make several similar phone calls to different parts of the NHS to make sure she has the right package of care.

But when the new changes get into motion, particularly with fully digital patient records, Mary or her carer should be able to have one initial point of contact. That healthcare professional can get a rounded view of her needs and get the right team in place to make sure she has the right support, including links to groups for **more social interaction**.

That will have a range of benefits from Mary's point of view, allowing her to get back home more quickly and **stay independent** for longer.



What the new Health and Care Partnership means for staff

We know the incredible commitment colleagues show, every single day, to provide a great service for residents. The Health and Care Partnership will enable staff to deliver the care they want to provide and the support needed to do it.

Working together, with a focus on improving health and delivering high quality, personalised care, will improve the lives of all who live and work in our area. Reducing barriers between health and care organisations will improve residents' care and open up new ways of working, roles and career progression opportunities across the system.

More collaboration will start to happen at all levels – from individual staff members working in small teams, through Place-based partnerships up to the Integrated Care Board. The first priority is about putting the right infrastructure in place at neighbourhood level so that collaborative working can become standard for all of us, keeping the resident or patient at the centre.

Collaboration has a range of benefits

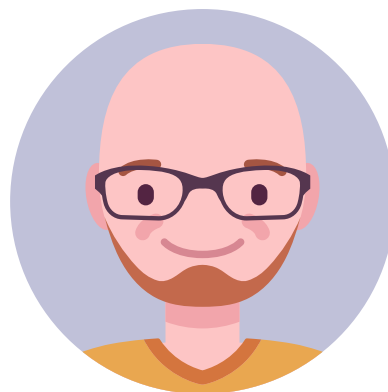
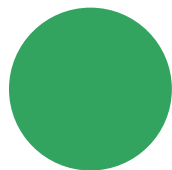
It can make sure health and social care organisations play a positive role in building the economy and provide rewarding careers. We have already worked together to deliver new training, apprenticeships and roles. Our [BLMK Wellbeing Hub](#) has been launched, open to all staff, with the aim of keeping us well at work. We have an opportunity to grow these initiatives in the coming years.



People Plan

The People Plan for the Health and Care Partnership shows how we will make our area a more attractive place to work, live and learn for all – from social care, community and mental health workers to staff in hospitals and offices. The plan is being developed and will focus on having sufficient trained and engaged colleagues, and providing accessible, fair and equal careers.

It will also look at innovation. Data and digital will bring improvements to how we do things. Shared care records, in place by March 2023, will give staff confidence in understanding a resident's needs. You will be supported in the use of digital so that you and can provide a better-informed service.



New systems and structures – how does it work?

New systems and structures are coming in (see pages [8](#), [13](#) and [15](#)). ICB colleagues will have a new Board to support improved partnership and collaborative working. The Health and Care Partnership will set the strategic direction by listening to our staff, people and communities.

Place will be the engine room for driving improvements. New ways of working will be established at 'place' to build on existing partnership working. Providers will work together more closely to deliver better care and may form provider collaboratives to do this. At neighbourhood or Primary Care Network level, GP practices will work with NHS, local authority, voluntary sector colleagues and local people to deliver services that meet residents' needs.

We will communicate more about this in the coming weeks and months, but if you have any questions, speak with your manager or contact blmkicb.corporatesec@nhs.net.



Our responsibilities

Bedfordshire, Luton and Milton Keynes Health and Care Partnership is one of 42 Integrated Care Systems across England.

Integrated Care Systems exist to:

- Improve outcomes in population health and healthcare
- Tackle inequalities in outcomes, experience and access
- Enhance productivity and value for money
- Help the NHS support broader social and economic development.

The new Integrated Care Board is a statutory organisation, which has the following legal responsibilities under the 2022 Health and Care Act:

- 1 Developing a plan for the delivery of NHS services.**
Based on a strategy set by the Health and Care Partnership, which will see more engagement with people and communities, and partners such as local authorities.
- 2 Allocating resources.**
How to spend the money to deliver the plan. We will use a technique called population health management to better understand the needs of our residents in making decisions.
- 3 Establishing joint working arrangements.**
This puts collaboration at the heart of everything the ICB does, as an essential requirement.
- 4 Establishing system governance.**
All partners will have accountability for working together, and as individual organisations.
- 5 Arranging health service provision.**
This includes supporting the transformation of services, putting provider contracts in place, supporting the development of Primary Care Networks (PCNs) and working with local authorities and voluntary organisations to provide personalised care.
- 6 Using data and digital to improve services.**
The ICB will use joined-up data and digital to understand local priorities and drive improvements. They will also help monitor health inequalities, delivery of plans and improve services.
- 7 Emergency Preparedness, Resilience and Response (EPRR).**
The ICB is a category 1 responder, leading incident responses, making sure partners work together.
- 8 Delegated functions from NHS England and NHS Improvement.**
These include commissioning of primary care and specialised services. New commissioning responsibilities for community pharmacy, optometry and dental are expected to begin in April 2023.
- 9 People priorities.**
Leading the implementation of the People Plan and People Promise to help develop staff across the system, supporting 'one workforce'.
- 10 Data and digital.**
Working with partners across the NHS and local authorities so that services are fully digital, with truly people-centred care.
- 11 Achieving social and economic development and sustainability goals.**
Working with partners so the NHS reaches social and economic development and sustainability goals.
- 12 Maximising value for money.**
Driving work on estates, procurement, supply chain and commercial strategies to get great value for money across the system.

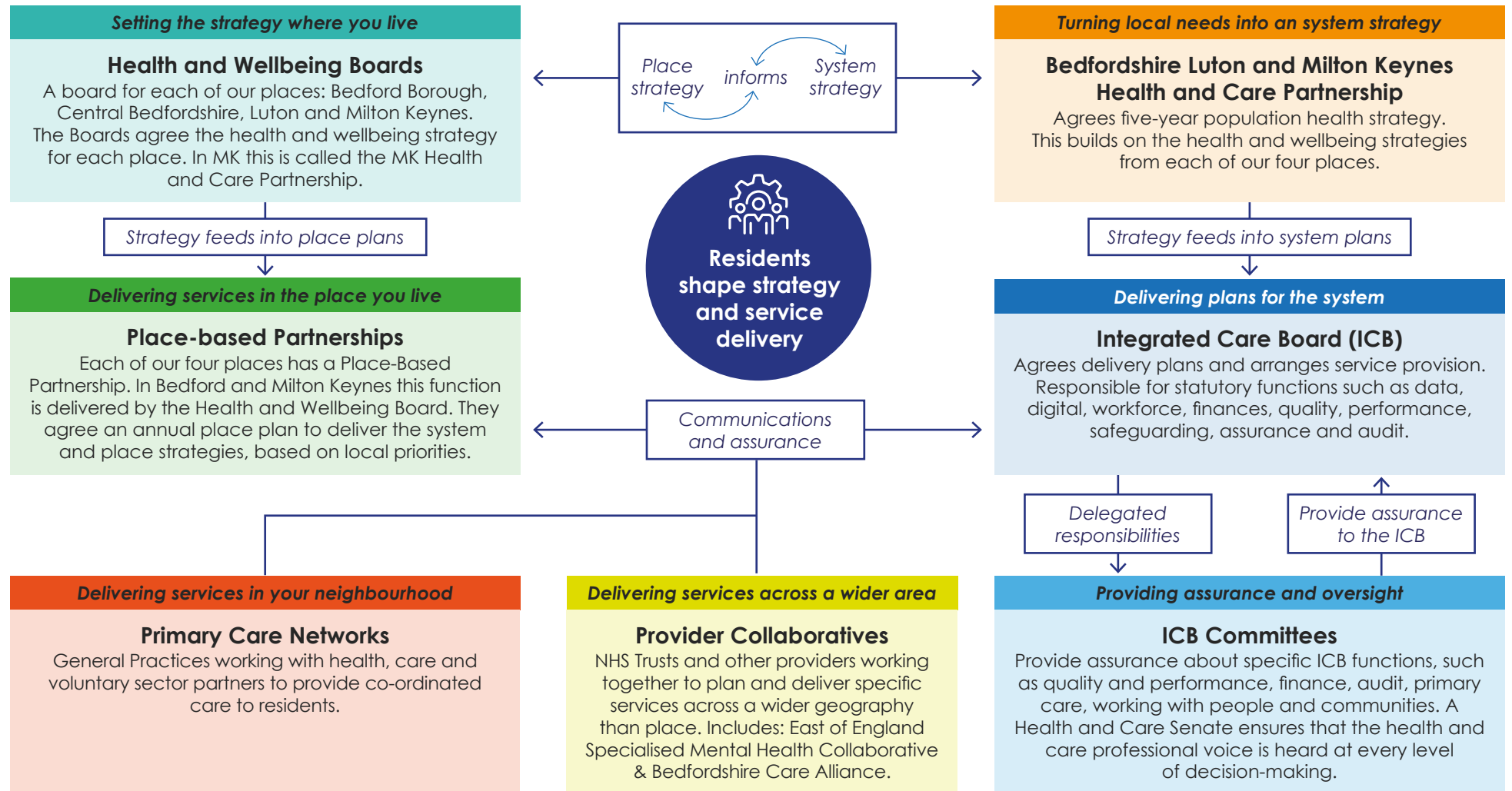
How the Health and Care Partnership works

This diagram gives an overview of how the different parts of our partnership are working together. Residents are at the centre of all our work as is the principle that decisions should be made as close to residents as possible.

A more detailed look at how decisions are made and who is accountable for decisions on the [next page](#)



How the system will work (functions and decisions map July 2022)



Who's who?

NHS Bedfordshire, Luton and Milton Keynes Integrated Care Board (ICB) appointments

Chair



**Dr Rima
Makarem**
Chair



Felicity Cox
Chief Executive



Dean Westcott
Chief Finance
Officer



**Dr Sarah
Whiteman**
Chief Medical
Director



Sarah Stanley
Chief Nursing
Director (*starts
September
2022*)



Anne Murray
Interim Chief
Nursing Director
(*to September
2022*)

Independent Non-Executive Members



**Andrew
Blakeman**
Non-Executive
Member and
Audit Chair



Shirley Pointer
Non-Executive
Member and
Remuneration
Chair



Alison Borrett
Non-Executive
Member



NHS Trusts/Foundation Trusts Partner Members



David Carter
Chief Executive,
Bedfordshire Hospitals NHS
Foundation Trust



Ross Graves
Executive Director, Central
and North West London
Foundation Trust



Joe Harrison
Chief Executive, Milton
Keynes University Hospital
NHS Foundation Trust

Primary Medical Services Providers Partner Members



Dr Tayo Kufeji
ICB Primary Medical
Services member



Mahesh Shah
ICB Primary Medical
Services member

Local Authority Partner Members



Laura Church
Chief Executive,
Bedford
Borough
Council



Marcel Coiffait
Chief Executive,
Central
Bedfordshire
Council



Robin Porter
Chief Executive,
Luton Council



Michael Bracey
Chief Executive,
Milton Keynes
Council



Participants (Non-Voting Members)



Vicky Head
Director of Public Health
Bedford Borough Council,
Central Bedfordshire
Council and Milton Keynes
Council



Sally Cartwright
Director of Public Health,
Luton Council



Maxine Taffetani
Chief Executive Officer,
Milton Keynes Healthwatch



Nicky Poulain
Chief Primary Care Officer



Richard Alsop
Interim Chief Transition
Officer (to October 2022)



Maria Wogan
Chief of System Assurance
and Corporate Services



Martha Roberts
Chief People Officer



Councillor Tracey Stock
Chair of Bedfordshire, Luton
and Milton Keynes Health
and Care Partnership



Who do I contact if I want help or to get involved?



Residents

Visit the Bedfordshire, Luton and Milton Keynes [Health and Care Partnership website](#) for all the latest information. Or you can email us with enquiries at blmkicb.contactus@nhs.net.



Get involved

There are lots of ways that you can get involved, such as joining a patient participation group, subscribing to a monthly newsletter or joining one of our formal groups. More information can be found [here](#).



Staff information and questions

If you have a question about how the ICB or the wider Partnership works, our Governance team is happy to help. Get in touch with them at blmkicb.corporatesec@nhs.net.

If you have any questions about our communications, email the team blmkicb.communications@nhs.net.