



Integrated Care  
Systems Network  
NHS Confederation

# ICS Network Conference 2022: Impactful Integration

22 November  
No. 11 Cavendish Square

#ICSNetwork

brownejacobson<sup>LLP</sup>

Google Health

 NOVARTIS

# Agenda morning

Please see session descriptions on pages 4 and 5

**07:30 – 09:15**  
**The Orangery**

## Registration, networking and exhibition

**08:00 – 09:00**  
Maynard Theatre

**How can data help us close the gap between understanding population needs and delivering the interventions which will lead to improved outcomes for people? – *In partnership with Newton***

- Ric Whalley, Partner, Newton
- Dr. Sarah Zaidi, Clinical Director, Essex Partnership University Trust

**NEWTON**

**09:20 – 09:30**  
Burdett Suite

### Welcome

- Dame Gill Morgan, Chair, ICS Network

**09:30 – 10:00**  
Burdett Suite

### In conversation with

- Matthew Taylor, Chief Executive, NHS Confederation
- Richard Meddings, Chair, NHS England

**10:00 – 10:45**  
Burdett Suite

### How well do we know our communities

- Chair: James Jamieson, LGA
- Cathy Elliott, West Yorkshire & Harrogate ICB
- Polly Curtis, CEO, Demos
- Adam Lent, CEO, New Local

**10:50 – 11:35**  
Burdett Suite

### Developing ICS as learning systems capable of transformation

- Chair: Matthew Taylor, Chief Executive, NHS Confederation
- Mark Cubbon, Chief Delivery Officer, NHS England, Health Foundation
- Penny Pereira, Q Managing Director, The Health Foundation
- Claire Riley, Exec Director, North East and North Cumbria

**11:35 – 11:55**  
**The Orangery**

## Break, networking and exhibition

**11:55 – 12:45**

### Breakout sessions:

Maynard Theatre 1

**Integrated System, Caring Community**

Maynard Theatre 2

**What does it take to speak up and do we listen to the right voices?**

The Edwards Room

**The Power of Partnerships to Transform Healthcare – *In partnership with Novartis***

 **NOVARTIS**

The Maxwell Room

**Making the decisions at the right level in an ICS – *In partnership with Browne Jacobson***

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# Agenda **afternoon**

Please see session descriptions on pages 4 and 5

**12:45 – 13:45**  
**The Orangery**

**Lunch, networking and exhibition**

**13:45 – 14:35**

**Breakout sessions:**

Maynard Theatre 2

**Digital interoperability** – *In partnership with Google Health*



The Edwards Room

**Integrating workforce thinking across systems**

The Maxwell Room

**Horses for courses: describing relationships between providers and ICBs'**

**14:35 – 15:00**  
**The Orangery**

**Break, networking and exhibition**

**15:10 – 16:15**  
**Burdett Suite**

**Are ICSs truly committed to race equality within their health systems and local communities?**

- **Chair: Joan Saddler**, Director, NHS Confederation
- **Dame Elizabeth Anionwu**, Professor of Nursing, University of West London
- **Harprit Hockley**, Head of Equality and Inclusion, NHS England
- **Marie Gabriel**, Chair, North East London ICS

**16:20 – 16:30**  
**Burdett Suite**

**Conference Close**

- **Sarah Walter**, Director, ICS Network

## NEWTON

Newton support health organisations and health and social care systems to redesign ways of working and implement measurable and sustainable change which is better for people, better for staff and delivers real financial benefit. They are specialists in tackling the highly complex challenges faced by today's public sector, by designing and implementing the operational, digital and people-centered change that needs to happen to solve them. Newton work side by side with their clients, to bring insights which drive change, working together to design, implement and sustain lasting improvement. They have a strong track record in doing this across whole health and care systems, helping system leaders to align their vision and strategy and translating that into an operational blueprint which they then co-design and deliver to fit the local situation. They put 100% of their fixed implementation fee at risk against achieving measurable results. In one recent engagement, Newton helped to deliver an integrated model for urgent and intermediate care services for older people which is forecast to achieve more than £40m savings since the programme began.

[www.newtoneurope.com/healthcare](http://www.newtoneurope.com/healthcare)  
[robin.vickers@newtoneurope.com](mailto:robin.vickers@newtoneurope.com)

# Session descriptions

**How can data help us close the gap between understanding population needs and delivering the interventions which will lead to improved outcomes for people?**

08:00 – 09:00

The successful delivery of proactive and preventative models of care has enormous potential to transform our health and care systems. Improving population health is a core strategic aim for integrated care systems, and many trusts and their system partners are considering which population health management (PHM) approaches will best support them in understanding the needs of their population, enabling care and support to be designed and proactively delivered to meet individual needs.

- **Ric Whalley**, Partner, Newton
- **Dr. Sarah Zaidi**, Clinical Director, Essex Partnership University Trust

**NEWTON**

**Welcome**

09:20 – 09:30

Chair of the ICS Network advisorate Dame Gill Morgan opens our first face to face national conference of the NHS Confederation ICS Network

- **Dame Gill Morgan**, Chair, ICS Network

**In conversation with**

09:30 – 10:00

Join us as Richard Meddings gives a keynote speech

- **Matthew Taylor**, Chief Executive, NHS Confederation
- **Richard Meddings**, Chair, NHS England

**How well do we know our communities**

10:00 – 10:45

This session will hear from a range of speakers who are leading on community engagement, both from the NHS and, importantly, from within their communities. They will raise different approaches and examples and touch on the key principles behind positive engagement, and empowerment, of those we serve.

- **Chair: James Jamieson**, LGA
- **Cathy Elliott**, West Yorkshire & Harrogate ICB
- **Polly Curtis**, CEO, Demos
- **Adam Lent**, CEO, New Local

**Developing ICS as learning systems capable of transformation**

10:50 – 11:35

A panel session of four speakers from NHS Confed, NHS England, The Health Foundation and an ICS to explore: What might an 'learning system' look like in practice? What are the characteristics needed to create a learning environment at and within systems? and how can we ensure they are capable of transformation?

- **Chair: Matthew Taylor**, Chief Executive, NHS Confederation
- **Mark Cubbon**, Chief Delivery Officer, NHS England
- **Penny Pereira**, Q Managing Director, The Health Foundation
- **Claire Riley**, Exec Director North East and North Cumbria ICB

**Integrated System, Caring Community**

11:55 – 12:45

Integrated System, Caring Community. This session will explore ways in which ICS's can support the caring infrastructure of places through the support of Carers, the development of new forms of home care and a place-based coproduction approach.

- **Chair: Clenton Farquarson MBE**, Chair, Think Local Act Personal Partnership
- **Phil Holmes**, Director of Adults, Health and Wellbeing (DASS), Doncaster Council
- **Emma Back**, Growth & Strategy Lead, Equal Care Co-op
- **Helen Walker**, Chief Executive, Carers UK

**What does it take to speak up and do we listen to the right voices?**

11:55 – 12:45

Bringing lessons from within the health sector and beyond, join Ruth Turner and Dr Jayne Chidgey-Clark to discuss the factors that support speaking up in organisations and what role we as leaders play in ensuring we seek out diverse views to listen to.

- **Dr Jayne Chidgey-Clark**, National Guardians Office
- **Ruth Turner**, Senior Director, Forward Institute

**The Power of Partnerships to Transform Healthcare**

11:55 – 12:45

This session will place in focus the importance and power of partnerships and cross-enterprise collaboration to truly transform healthcare. A thought-leadership and challenge-orientated session that considers effective drivers to accelerate PHM and access and adoption of innovation as critical enablers and catalysts to help realise proactive and preventative care systems that are more anticipatory in nature.

- **Chair: Sarah Walter**, Director, ICS Network
- **Marie-Andree Gamache**, President & Managing Director, Novartis UK & Ireland
- **Jonathan Higman**, CEO, Somerset ICB
- **Sarah Blow**, CEO, South West London Health and Care Partnership
- **Cedi Frederick**, Chair, NHS Kent and Medway

 **NOVARTIS**

**Making the decisions at the right level in an ICS**

11:55 – 12:45

This session will explore from the experience of supporting the establishment of ICBs and ICSs, how ICBs and their partners working across an ICS can create governance systems to enable and support subsidiarity, considering that an ICS consists of statutory bodies and policy constructs, such as place and provider collaboratives. In analysing how function mapping has been applied to ensure the right decisions are made at a local and central levels, the ability to meet the objective of integrating health and social care can be evaluated from the legal perspective. Consideration will also be given to whether further legislative or policy clarification would benefit the objective of integration.

- **Gerard Hanratty**, Partner and Head of Health, Browne Jacobson
- **Kevin Lavery**, CEO, Lancashire and South Cumbria Integrated Care Board

 **brownejacobson**

# Session descriptions

## Digital interoperability

13:45 – 14:35

During this session ICS leaders will hear how ICSs can drive wider collaboration across their system through improvements in interoperability.

Delegates will hear practical examples from a range of speakers including the King's Fund who will discuss the learning from their recent report on interoperability. There will be an opportunity for ICS leaders to raise specific questions and talk through some of the challenges and the role of culture and leadership in collaboration.

- **Chair: Cate McLaurin**, Director, Public Digital
- **Pritesh Mistry**, Fellow, Digital technologies, The Kings Fund
- **Jan Thomas**, Chief Executive, Cambridgeshire and Peterborough ICB
- **Dr Susan Thomas**, Clinical Director, Google Health
- **Dr Gurnak Dosanjh**



## Integrating workforce thinking across systems

13:45 – 14:35

This joint session with NHS Employers, Skills for Care and the Local Government Association (LGA) will outline how they came together to produce guidance on integrated workforce thinking and how each of these organisations can support members to do this successfully. We will be providing members with some practical steps to consider before they begin to integrate their workforce thinking.

We will also be hearing from Devon ICS who are completing an integrated workforce strategy across health and social care and who have developed a Prospectus For Change to address workforce issues in the externally commissioned workforce to give an idea of what can be achieved when systems work collectively.

- **Chair: Rebecca Smith**, Director of Systems and Programme Development, NHS Employers
- **Jeanette Cookson**, Locality Manager (Yorkshire and Humber/NE) Skills for care
- **Amanda Whittaker-Brown**, Senior Advisor, Workforce, LGA
- **Ian Hobbs**, Senior Commissioning Manager, Integrated Adult Social Care, Devon ICS

## Horses for courses: describing relationships between providers and ICBs'

13:45 – 14:35

This session will focus on the relationship between providers and ICBs. It will take an interactive format with each speaker putting forward their case for the following proposition:

Describe the model that you identify with in terms of the relationship between provider, ICB, NHSE and DHSC and how these relationships can support planning and delivery on short- and longer-term priorities.

The audience will be asked to raise their hands for which model resonates with them based on their own system context and will be invited to explain the reason behind this.

- **Chair: Matt Neligan**, Director of Primary Care and System Transformation, NHS England
- **Foluke Ajayi**, Chief Executive, Airedale NHS Foundation Trust
- **Joe Rafferty**, CEO Mersey Care FT
- **Amanda Sullivan**, CEO of Nottingham and Nottinghamshire ICB
- **David Radbourne**, Regional Director of Strategy and Transformation

## Are ICSs truly committed to race equality within their health systems and local communities?

15:10 – 16:15

The link between race equality and health inequalities are well established. Patients and staff from Black and minority ethnic groups continue to experience racism and discrimination within the UK health service, leading to disparities in treatment, experiences and health outcomes. With statistics such as black women being five times more at risk of dying during pregnancy than white women, to the underrepresentation of black and minority ethnic staff at leadership level, the lack of progress on tackling structural racism within the NHS has allowed health inequalities to persist. This session will hear from a range of speakers who are actively bringing about race equality for both patients and staff. We will explore how ICSs can continue to create opportunities for collaboration in equality, diversity, and inclusion to truly become anti – racist systems.

- **Chair: Joan Saddler**, Director, NHS Confederation
- **Dame Elizabeth Anionwu**, Professor of Nursing, University of West London
- **Harprit Hockley**, Head of Equality and Inclusion, NHS England
- **Marie Gabriel**, Chair, North East London ICS

## Conference Close

16:15- 16:30

Join us to hear Sarah summarise the day's events and closes the conference

- **Sarah Walter**, Director, ICS Network

# Exhibition floor plan

Stand 1                      Oxehealth

Stand 2                      Accurx

Stand 3                      ICS Network

Stand 4                      Event Partner: Browne Jacobson                      brownejacobson<sup>LLP</sup>

Stand 5                      Event Partner: Novartis                       NOVARTIS

Stand 6                      Event Partner: Google Health                      Google Health

Stand 7                      Anima Health

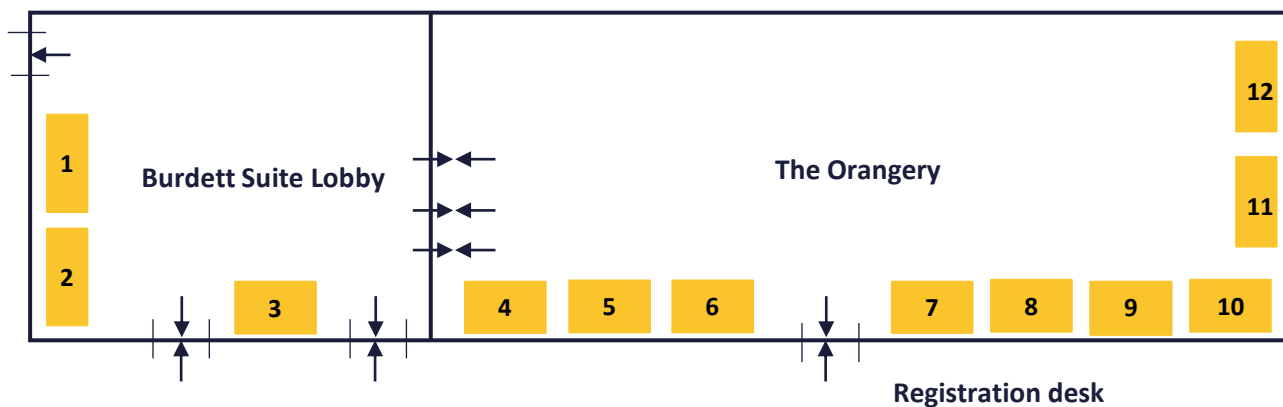
Stand 8                      Good Governance Institute

Stand 9                      Hero Health

Stand 10                      Mills and Reeve LLP

Stand 11                      Oracle

Stand 12                      Q



# Exhibitors A-Z

**Accurx:** Accurx is where conversations happen with and about patients. Through one, easy-to-use platform, we help everyone involved in a patient's care to communicate and collaborate.

Our secure and integrated platform lets NHS staff send SMS messages and medical surveys, hold video consultations, provide appointment reminders and referrals, view patient GP records and manage virtual wards, outpatient clinics and follow-up pathways.

In primary care, 98% of GPs in England use Accurx for seamless communication, and we have users in more than 100 Trusts.

We enable teams across ICSs to coordinate care quicker and more efficiently. With Accurx, ICSs and Trusts have the means to tackle elective care waiting lists, save time and money, improve patient experience, manage PIFU, reduce DNAs and make safer, speedier clinical decisions about patients.

Every interaction with Accurx helps to build a better-connected healthcare system, where easy communication changes and saves lives every day.

Visit our [website](#) Join the conversation: [@Accurx](#) Contact us: [enquiries@accurx.com](mailto:enquiries@accurx.com)

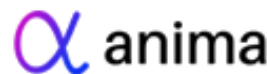


**Anima Health:** Anima is the next generation care enablement platform for healthcare teams, built from the ground up for system-wide working at scale - across primary, secondary and community care. Anima brings together everything ICSs need under one platform: we take an information-complete history for any patient presentation and supercharge care teams and networks with productivity tools.

Our powerful integrations across the patient journey mean Anima automatically saves all activity in-line to the patient record, with all relevant clinical codes and attachments automatically added.

We supercharge teams across ICSs, PCNs and eHubs with a full suite of productivity tools, including; patient request limits, live capacity, auto-assignments, notes & letter automation and audit & analytics. Anima is the only platform to fully embed network-level working, teams are already using our eHub workflows, MDT Hub and GP Connect integration to access a single source of patient truth in 30 seconds, delivering truly integrated care.

Visit our [website](#) Join the conversation: [@AnimaHealthInc](#) Contact us: [rachel@animahealth.com](mailto:rachel@animahealth.com)



**Browne Jacobson:** We are specialist healthcare lawyers offering exceptional service to health and social-care providers, commissioners and regulators across the country. Our experience in both the private and public sectors means we are a trusted advisor to over 100 NHS bodies, more than 150 local authorities and many independent providers.

Our clients choose to stay with us because of our extensive sector knowledge, accessible advice, progressive approach and our commitment to delivering exceptional service as standard.

With a large team of healthcare solicitors operating nationwide, you can rely on us whether you need assistance on a national or local scale. We're sure our specialist, pragmatic and bespoke healthcare legal advice will help you to achieve the results you are looking for.

Visit our [website](#) Join the conversation: [@brownejacobson](#)



**Good Governance Institute:** The Good Governance Institute exists to help create a fairer, better world. The work of our Institute is supported by our ethical management consultancy. The consultancy work informs and is informed by the institute - through our publications and events, and through joint events with the NHS Confederation as their Governance Partner, we share learnings from across ICSs as well as best practices in other sectors and internationally.

We have worked with over 600 boards over the last 12 years. Over the last 2 years, we have been supporting over 15 Integrated Care Systems (ICSs) establish and develop their governance arrangements. Key areas of focus now are ICB board development, systems development, ICP and ICB strategy development, system risk appetite, system board assurance frameworks, governance of place, delegation to place and provider collaboratives, preparing for ICB end of year reviews, supporting system partners (NHS trusts, local authorities, VCSE, private sector) meet the opportunities and challenges presented by the establishment of ICSs.

Visit our [website](#) Join the conversation: [@GoodGovernInst](#)

Contact us: [contact@good-governance.org.uk](mailto:contact@good-governance.org.uk)





# Exhibitors A-Z

**Google Health:** Google Health is our company-wide effort to help billions of people be healthier. We work toward this vision by meeting people in their everyday moments and empowering them to stay healthy and partnering with caregivers to provide more accurate, accessible and equitable care. Our teams are applying our expertise and technology to improve health outcomes globally – with high-quality information and tools to help people manage their health and wellbeing, solutions to transform care delivery, research to catalyze the use of artificial intelligence for the screening and diagnosis of disease, and data and insights to the public health community.

Visit our [website](#) Join the conversation: [@GoogleHealth](#)

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**ICS Network:** Our Integrated Care Systems (ICS) Network is the only independent national network which supports ICS leaders to exchange ideas, share experiences and challenges, and influence the national agenda. We are delighted to have all 42 ICSs in membership.

We support, represent and influence on our members' behalf through our policy work, media appearances and external affairs programme.

Our forums, webinars, Spotlight sessions, roundtables and our annual conference provide unique opportunities for ICS leaders to connect and share ideas and challenges.

Our regular bulletins and communication help to keep members supported and informed with the latest news, information and guidance that ICS leaders need to know.

Visit our [website](#) Join the conversation: [#ICSNetwork](#)

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**Hero Health:** Hero Health helps NHS clinicians automate appointment scheduling. Through intelligent online booking and dynamic messaging, we drive administrative efficiencies and improve patient experiences.

Hero helps to reduce telephone queues, improves patient experience and streamlines practice workflows to hit QOF targets.

GPs & PCNs needing to meet the requirements of Enhanced Access can use Hero to enable practices to invite their patients to book into Hubsites. Cross-enterprise collaboration is the future of the NHS. Hero is the technology that enables this way of working.

Visit our [website](#) Join the conversation: [@HeroHealthSoft1](#)

Contact us: [richard.bowdler@herohealth.net](mailto:richard.bowdler@herohealth.net)

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**Mills and Reeve LLP:** Mills & Reeve has one of the largest and most experienced health and care sector teams, with over 200 lawyers supporting our clients across the sector. Our teams are consistently ranked in the top tier for health in Chambers & Partners and Legal 500 –15 of our lawyers are recognised as leaders in healthcare.

We understand the new local and integrated NHS, with our lawyers leading the way in the establishment of integrated care models, supporting Integrated Care Boards, provider collaboratives, place-based partnerships and primary care integration across the Integrated Care System. We have in-depth experience building legal and governance structures that are key to integrated care and partnership working across the ICS landscape.

We are centered on achieving more for our clients, they benefit from our knowledge and learning with access to our [ICS Hub](#).

Visit our [website](#) Join the conversation: [@MillsandReeve](#)





# Exhibitors A-Z

**Novartis:** At Novartis, our purpose is to reimagine medicine to improve and extend people's lives. We use innovative science and technology to address some of society's most challenging healthcare issues and we work together with the system to implement solutions that drive access for UK patients. From research to delivery, we are a valued partner in the healthcare ecosystem, supporting in times of crisis and beyond, to build solutions that provide better care and access opportunities for every patient in the UK.



Visit our [website](#) Join the conversation: [@NovartisUK](#) Contact us: [andrew.williams@novartis.com](mailto:andrew.williams@novartis.com)

**Oracle:** Oracle is a cloud technology company that provides organisations around the world with computing infrastructure and software to help them innovate, unlock efficiencies and become more effective. We also created the world's first – and only – autonomous database to help organise and secure our customers' data.

Oracle Cloud Infrastructure offers higher performance, security, and cost savings. It is designed so businesses can move workloads easily from on-premises systems to the cloud, and between cloud and on-premises and other clouds. Oracle Cloud applications provide business leaders with modern applications that help them innovate, attain sustainable growth, and become more resilient.



The work we do is not only transforming the world of business, but also helping advance scientific and medical research. Millions of people use our tools to streamline supply chains, make HR more human, quickly pivot to a new financial plan, and connect data and people around the world.

Visit our [website](#) Join the conversation: [@Oracle](#) Contact us: [derek.walker@oracle.com](mailto:derek.walker@oracle.com)

**Oxehealth:** Oxehealth is a global leader in vision-based patient monitoring and management. We help clinicians to deliver safer and higher quality care.

Our Oxevision system uses an infrared sensitive camera which enables clinicians to measure patients' cardio-respiratory vital signs completely contact-free. Oxevision can also notify clinicians of activity that may indicate a patient needs help, for example, if a person who is at risk of falls is getting out of bed.

Our Oxehealth Service supports customers to deploy Oxevision and use it to create proactive, data-enabled systems of care that deliver not only a step change on deploying the system but also year-on-year continuous improvements in safety and quality.

Oxevision is relied on by over 50% of English mental health trusts as well as leading acute hospitals, care homes, skilled nursing facilities, prisons and police forces in the UK and Europe.

Visit our [website](#) Join the conversation: [@Oxehealth](#) Contact us: [info@oxehealth.com](mailto:info@oxehealth.com)



**Q:** We are a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care. With members at the heart of Q, the community thrives on its diverse range of skills, knowledge and perspectives. We collectively boost the resilience, capacity and impact of the community when it's needed most. Inspiring and supporting each other every day, we find new and inclusive ways for everyone to progress. We equip people to bring about change across the sector. By combining our energy and actions, we multiply our power to create more effective, equitable and sustainable health and care.

Visit our [website](#) Join the conversation: [@theQCommunity](#) Contact us: [q@health.org.uk](mailto:q@health.org.uk)



# Resource library

**Please see useful links to resources below**

- [ICS Network case studies](#)
- [Connected leadership programme](#)
- [Integrated care communications toolkit](#)
- [Leading Integration Peer Support \(LIPS\) programme](#)
- [The impacts of the rising cost of living](#)
- [Developing integrated care strategies](#)
- [Evaluation link](#)



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# With thanks to our Event Partners

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