

## **Herefordshire and Worcestershire Integrated Care System**

### *Update on the Integrated Care Strategy and NHS Joint Forward Plan*

#### **1.0 Background**

In July 2022, the Health and Care Act 2022 was implemented, which legally established **Integrated Care Systems**, including the formation of **Integrated Care Boards**. Herefordshire and Worcestershire Integrated Care Board (ICB) subsumed the responsibilities previously held by the Herefordshire and Worcestershire Clinical Commissioning Group (CCG) on 1<sup>st</sup> July 2022 and, from 1<sup>st</sup> April 2023, the ICB inherited new duties delegated from NHS England for commissioning additional services such as Pharmacy, Optometry, Dentistry and complex treatments (known as specialised services) across physical and mental health services.

The Act also created **Integrated Care Partnerships** (ICPs). An ICP is a statutory joint committee between the ICB and the Local Authorities responsible for the provision of Public Health and Social Care Functions in the ICS area. Locally this has resulted in a three-way committee between:

- NHS Herefordshire and Worcestershire Integrated Care Board
- Herefordshire Council
- Worcestershire County Council

In forming the ICP, the three partners agreed to establish a wider Assembly of members to provide a platform for engagement and collaboration on the development of Integrated Care. Thus, an **Integrated Care Partnership Assembly** (ICPA) was established to support the ICP by providing input and advice to ICP decisions.

#### **2.0 Strategic Planning Framework covering Integrated Care Systems**

The specific responsibility of the ICP is to oversee the creation and delivery of an **Integrated Care Strategy** for the Integrated Care System area. The purpose of the strategy is to identify how partners across Health, Local Government, VCSE and wider partners (such as care providers, housing providers, police, fire etc) can work together to:

- Improve population health outcomes.
- Reduce inequalities in outcomes, access and experience.
- Improve value for money.
- Contribute to wider social and economic wellbeing for the population.

Local Authorities, working through Health and Wellbeing Boards (HWBs) are required to produce **Joint Local Health and Wellbeing Strategies** (JLHWS). The respective legislative frameworks require both documents to be produced separately. The mandatory guidance covering ICS Strategies is specific around when it needs to be produced (draft by 31<sup>st</sup> December 2022, final as soon as possible afterwards). However, the respective guidance for JLHWS is not specific.

It is coincidental that both strategies are being finalised at about the same time. To avoid duplication and confusion for the public, local partners have consciously worked to align the two documents, whilst recognising and accepting they have subtly different purposes. As a result, there is a strong degree of alignment between the Integrated Care Strategy and the Joint Local Health and Wellbeing Strategy.

In addition to this, mandatory national NHS guidance requires NHS Partners to produce a **Five Year Joint Forward Plan** (JFP) to outline how the NHS Partners will contribute to the delivery of the ICS Strategy and the JLHWS. The JFP must also outline how NHS Partners plan to meet mandatory national requirements in the NHS Long Term Plan and any other operational priorities determined which are determined annually.

### 3.0 Purpose of this paper

This paper has two core purposes:

1. To update HWB members on the ICP's progress towards establishing the ICS Strategy and provide assurance that there is strong alignment with the JLHWS that is being considered at the same meeting.
2. To inform members on the development to date of the JFP and to outline how the HWB will be asked to engage in development of the JPF before its publication in June.

### 3.0 Integrated Care Strategy

A draft Strategy on a Page was published at the end of December 2022. Since then, there has been a period of engagement and discussion to refine the content of the strategy.

Like the Joint Local Health and Wellbeing Strategy, the ICS strategy is required to address significant issues identified in the **Joint Strategic Needs Assessments** (JSNA). A significant amount of work has been undertaken between ICB officers and Public Health teams in both counties to ensure that this was achieved.

The ICS strategy sets out the vision for achieving “**Good health and wellbeing for everyone**” by ensuring that partners are “**Working together with communities to enable everybody to enjoy good physical and mental health and live independently for longer.**”

Underpinning the vision are 8 commitments that partners have agreed to:

1. Maximising the opportunity to work together as partners to build connections, share learning and address shared challenges in the short and long term.
2. Focusing on prevention and taking action to address health inequalities and vulnerabilities.
3. Enhancing health and wellbeing by taking an integrated approach to areas such as housing, jobs, leisure and environment.
4. Supporting people to take responsibility for their own and their families health and wellbeing and working to enable their independence.
5. Co-producing solutions with our communities and Voluntary & community sector organisations as equal partners with collective responsibility.
6. Making the right service the easiest service to access and providing it as close to home as possible.
7. Delivering better value for money, stopping duplication and using population health management to be smarter in how we target interventions.
8. Using digital platforms to make services more accessible and effective, but never forgetting the risks of digital exclusion.

In the context of this broader intent, the strategy identifies three areas of common focus across both counties that were driven by the JSNAs and other locally important priorities:

- **Providing the best start in life**, which covers the lifecycle from pre-birth to latter years of childhood, covering both physical and mental health and wellbeing

- **Living, ageing and dying well**, which incorporates mental health and wellbeing, healthy behaviours throughout life, learning disabilities and autism, and end of life care.
- **Preventing ill health and premature death from avoidable causes**, which includes prevention, tackling inequalities and timely access to critical services.

There is an emerging outcomes framework supporting each priority area that includes performance measures, trajectories and targets to monitor delivery against.

The ICP is meeting on the 26<sup>th</sup> April 2023, to receive a report on the engagement work that has taken place since publication of the draft strategy, and to review the changes that have been made to the strategy in response. Subject to approval at the meeting on 26<sup>th</sup> April, it is intended that the final document will be published shortly afterwards.

#### 4.0 The NHS Five Year Joint Forward Plan

In producing the JFP, NHS partners are required to address the priorities set out in the ICS strategy and the two JLHWS covering the ICS area. The JFP will be a single document, jointly owned by the ICB and the three NHS Trusts in the ICS area. Primary Care partners in GP Practices will also contribute to the development of this plan.

The JFP must be published by the end of June 2023 and must include an opinion from the two Health and Wellbeing Boards on the extent to which the JFP addresses the priorities set out in the JLHWS.

The structure within which the JFP is being developed is shown below. Good progress is being made on developing the core content, but a draft that is ready for sharing is not yet available.

? Why we need this plan...	🎯 The core areas of focus ...	📍 Delivering the plan ...
<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• Setting the scene - The NHS contribution to the delivery of the Integrated Care Strategy and the Health and Wellbeing strategies</li> <li>• Engagement on the Joint Forward Plan</li> <li>• The journey to date and what is working well</li> <li>• The biggest challenges that the system needs to address</li> </ul>	<p><b>High quality, patient centred integrated pathways</b></p> <ol style="list-style-type: none"> <li>1. Maternity services</li> <li>2. Early years, children and becoming an adult</li> <li>3. Learning disability and autism services</li> <li>4. Mental health and wellbeing</li> <li>5. Urgent and emergency care services</li> <li>6. Planned care</li> <li>7. Cancer</li> <li>8. Stroke and Cardiovascular disease</li> <li>9. End of Life</li> </ol>	<p><b>The financial plan</b></p> <ul style="list-style-type: none"> <li>• Operational finance plan for 2023/24</li> <li>• Medium Term Financial Plan</li> <li>• Better Care Fund</li> <li>• Capital plans</li> </ul>
<p><b>Strategic objectives</b></p> <ul style="list-style-type: none"> <li>• Better outcomes in population health and healthcare</li> <li>• Reduced inequalities in outcomes, access and experience</li> <li>• Enhanced productivity and value for money</li> <li>• A bigger impact on social and economic development</li> </ul>	<p><b>Golden threads and ways of working</b></p> <ol style="list-style-type: none"> <li>1. Patient safety and experience</li> <li>2. Prevention</li> <li>3. Health inequalities</li> <li>4. Personalised care</li> <li>5. Community engagement</li> <li>6. Carers</li> <li>7. Medicines, Pharmacy and Clinical Policies</li> <li>8. Diagnostics</li> <li>9. Frailty</li> <li>10. Primary and community based Care (Including general practice and estates.)</li> </ol>	<p><b>Key enablers</b></p> <ul style="list-style-type: none"> <li>• Clinical and care professional leadership</li> <li>• Optimising use of our infrastructure and capacity</li> <li>• Digital, data and analytics</li> <li>• Greener NHS</li> </ul>
<p><b>The evidence base</b></p> <ul style="list-style-type: none"> <li>• Population needs / JSNA / drivers for change</li> <li>• What people have told us / strategy engagement</li> <li>• The need to recover core performance (specific areas)</li> <li>• System wide strategic demand and capacity model</li> <li>• Point prevalence audits</li> </ul>	<p><b>Creating a sustainable and inclusive workforce</b></p> <ul style="list-style-type: none"> <li>• People Promise</li> <li>• Attracting more people into the NHS</li> <li>• Retaining our people</li> <li>• Planning better for the workforce of the future</li> </ul>	<p><b>Strategic system development</b></p> <ul style="list-style-type: none"> <li>• Strategic approach</li> <li>• Mental Health collaborative</li> <li>• NHS Trust collaboratives</li> <li>• Place partnerships</li> <li>• Pan system working</li> <li>• Strategic partnerships</li> <li>• Delegated services: Pharmacy, Ophthalmic and dental</li> </ul>
<p><b>Key principles to drive the JFP</b></p> <ul style="list-style-type: none"> <li>• Quality and safety as the foundation</li> <li>• Prevention and health inequalities at the heart of core service delivery</li> <li>• Sustainability through left shift</li> <li>• Built on a strong platform of primary care</li> <li>• Return to financial balance</li> <li>• Make the right service the easiest to access</li> </ul>	<p><b>Appendices</b></p> <ul style="list-style-type: none"> <li>• Compliance with national guidance - appendix 2 mandatory requirements (placeholder)</li> <li>• Contribution to Joint Local Health and Wellbeing Strategies</li> </ul>	

A task and finish group has been established to oversee the production of this document and a clear timeline has been agreed for development, engagement and publication:

Month	Phase	Key dates for sign off
<b>February and March</b>	<ul style="list-style-type: none"> <li>Initial drafting</li> <li>NHS Board Briefings</li> <li>Submission of delivery plans in response to NHS Operational Planning priorities for 2023/24</li> </ul>	<ul style="list-style-type: none"> <li>End March – Update on progress to NHS England</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>Continue drafting</li> <li>Engagement with partners</li> <li>Initial engagement with Health and Wellbeing Boards</li> </ul>	<b>27<sup>th</sup> April</b> – Herefordshire HWB (Initial briefing)
<b>May</b>	<ul style="list-style-type: none"> <li>Continue drafting</li> <li><b>“Board-ready” document for initial review by 19<sup>th</sup> May</b></li> <li>Progress updates to NHS Boards</li> <li>Formal engagement with Health and Wellbeing Boards</li> </ul>	<b>11<sup>th</sup> May</b> – Worcestershire HWB (initial briefing) <b>23<sup>rd</sup> May</b> – Worcestershire HWB (agree opinion) <b>24<sup>th</sup> May</b> – Herefordshire HWB workshop (agree opinion)
<b>June</b>	<ul style="list-style-type: none"> <li>Final drafting</li> <li>Final review by NHS Boards with recommendation for publication</li> <li><b>Publication ready document for ICB final sign off by 21<sup>st</sup> June</b></li> <li>Publication by 30<sup>th</sup> June</li> </ul>	<b>1<sup>st</sup> June</b> – Wye Valley NHS Trust Board <b>8<sup>th</sup> June</b> – Worcestershire Acute Hospitals NHS Trust Board <b>15<sup>th</sup> June</b> – Herefordshire and Worcestershire Health and Care NHS Trust Board (Development) <b>21<sup>st</sup> June</b> – ICB Board (Development)
<b>July</b>	<ul style="list-style-type: none"> <li>Retrospective sign off in public meetings for the four NHS Boards.</li> </ul>	<b>6<sup>th</sup> July</b> - Wye Valley NHS Trust Board <b>13<sup>th</sup> July</b> - Worcestershire Acute Hospitals NHS Trust Board <b>19<sup>th</sup> July</b> – ICB Board Sign off (Public) <b>20<sup>th</sup> July</b> - Herefordshire and Worcestershire Health and Care NHS Trust Board (Development)

Herefordshire Health and Wellbeing Board members will be sent a draft of the JFP on **Friday 19<sup>th</sup> May**, in advance of the workshop on Wednesday 24<sup>th</sup> May. The objectives for the workshop on the 24<sup>th</sup> May will be:

1. To answer any questions from HWB members on the development of the JFP.
2. To review the extent to which the JFP addresses the priorities set out in the JLHWS.
3. To agree any changes or updates to address identified gaps from stage 2 above.
4. To agree the wording for an opinion (subject to updates in relation to stage 3) to include for publication in the JFP.