

Integrated Care Strategy Five Year Joint Forward Plan

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Integrated Care strategy

- The Health and Social Care Act 2022 requires **Integrated Care Partnerships (ICPs) to write a ‘Strategy’** to set out how the assessed needs of the population (identified through the JSNA) can be met through the exercise of the functions of the ICB, partner LAs or NHSE
- **The HWBB remains responsible for producing the JSNA and the joint Health and Wellbeing Strategy** (Somerset – Improving Lives)
- **The ‘strategy’ sets the direction of the system**, setting out how commissioners (NHS and LA), working with providers and other partners, can **deliver more joined up, preventative and person-centred care for their whole population, across the course of their life**
- **It builds on existing plans and strategies** which aim to support integrated approaches to health and care
- The process of developing the ‘Strategy’ can be used to agree the steps all stakeholders will take together to **deliver system level, evidence based priorities in the short, medium and long term.**
- **Once a ‘Strategy’ is published, ICPs should continue to consider how it is implemented** – it could include key strategic priorities for system level action, to tackle the needs identified in the JSNA, complementing what is already done at ‘place’
- These priorities should **drive a unified focus on the challenges and opportunities to improve health and wellbeing** of people and communities **and reduce geographic disparities** in wellbeing and life expectancy, and overall increase them
- **The CQC reviews will assess how the ‘Strategy’** is used to inform the commissioning and provision of quality and safe services across all partners within the ICS, and that it is a credible strategy for the population

Production of the strategy

- **The ICP is responsible for preparing the ‘Strategy’.** The ICB and LA should engage, cooperate and provide the necessary resources.
- **Other partners on the ICP should participate fully** (e.g. SFT, ASC/CSC, Primary Care, VCSE and Healthwatch)
- **ICPs must have involve the people who live and work in the area** covered by the ICP, building on work already undertaken
- **The ‘Strategy’ is intended to meet the needs of local people of all ages identified through JSNAs**, identifying opportunities for research where these gaps exist and how these might be effectively addressed
- **ICPs should use these assessments to:**
 - * **explore gaps in care**
 - * **unwarranted variation**
 - * **disparities in health and care outcomes and experiences**
 - * **and understand opportunities where system wide action could take action to improve these**
- **ICPs should aim to go further by drawing on additional intelligence and evidence** from research and practice to build on their understanding of needs
- **ICPs should agree their processes for finalising and signing off the ‘Strategy’.** For Somerset, this will be through the January joint H&WBB/ICP

The Five Year Joint Forward Plan

- Statutory requirement for the ICB and partner NHS FTs to prepare a Five Year Joint Forward Plan (JFP) before the start of each financial year. **We have agreed in Somerset that this will be a system JFP covering health and care.**
- This will be a transition year, recognising that the time available to develop JFPs and Integrated Care strategies is shorter than desired
- A draft JFP must be shared with the HWBB, who must be consulted on whether the draft JFP takes proper account of the JSNA and Improving Lives strategy
- The JFP should describe how the ICB and FTs intend to meet the physical and mental health needs of our population through arranging and/or providing NHS services. This should include delivery of universal NHS commitments and address the four core purposes of the ICS.

Principles of the JFP

Principle 1: Fully aligned with the ambitions of the wider system partnership

Principle 2: Supports subsidiarity by building on existing local strategies and plans as well as reflecting universal NHS commitments

Principle 3: Delivery focused, including specific objectives, trajectories and milestones as appropriate

Statutory Requirements for the JFP

- **Describe the health services for which the ICB proposes to make arrangements** in the exercise of its functions.
- **Explain how the ICB intends to discharge certain duties** under General Duties of Integrated Care Boards and Financial Duties of Integrated Care Boards, as set out in the National Health Service Act 2006.
- **Set out any steps that the ICB proposes to take to implement any JLHWS** to which it is required to have regard under section 116B(1) of the Local Government and Public Involvement in Health Act 2007.
- **Set out any steps that the ICB proposes to take to address the particular needs of children and young persons under the age of 25.**
- **Set out any steps that the ICB proposes to take to address the particular needs of victims of abuse** (including domestic abuse and sexual abuse, whether of children or adults).

Developing the JFP

- **Consultation** - Close engagement with partners to ensure the plan appropriately addresses the health, wellbeing and care needs of the local population and builds upon existing strategies and plans
- **NHS England** - will review draft JFP in January/February 2022. Formal assurance will be carried out as part of the NHS operational planning process.
- **HWBB** - Must involve the HWBB and they have a role in assuring that we take account of Improving Lives and the JSNA. The H&WBB must review and provide an opinion as to whether we have done so. This statement should be included when we publish the JFP.
- **Annual Update** - JFP should be published prior to the start of each financial year. We must revise it in year if necessary.

Expected national timescales

- 2022 to 2023 will be a transition period
- The 'initial' strategy will influence the first 5 year joint forward plan (ICBs and partner Trusts) which are to be published before the next financial year
- It also influences the Long Term Plan refresh (not now being published as standalone) and the 2 year operational plans
- ICPs will want to refresh and develop their 'Strategies' as they grow and mature, taking into account updated JSNA, long term plan refresh or other national guidance
- The level of maturity of ICPs may affect the breadth and depth of the work in preparing the initial strategy and therefore for some systems this will be challenging
- It will be for ICPs to decide when to publish its first full 'Strategy', which is for and owned by the local partner organisations
- 5 year joint forward plans are to be refreshed annually and it is expected that ICPs continue to develop and refine their 'Strategy'
- DHSC will review and will likely refresh the Integrated Care Strategy guidance in June 2023 following the first cycle of joint 5 year forward plans and Integrated Care 'Strategies'



How are we delivering this in Somerset?

Building on Fit for my Future, our existing health and care strategy

Somerset County Council and Somerset Integrated Care Board are responsible for preparing the ‘Strategy’.

- Joint SROs are Claire Winter, Maria Heard and Mel Lock

Created cross system stakeholder working group to take the strategy forward and answer some key questions:

- Understanding each others emerging strategic priorities
- What do we need to do as a system to deliver the strategy?
- How do we prioritise what we need to do and by when?
- Agree how we deliver the strategy across the system
- How do we know that we are going in the right direction to deliver our strategy?

Five Year Joint Forward Plan will be a health and care implementation plan for delivering the strategy in Somerset.

Role	Who
Joint SROs	Mel Lock – Adult Social Care Claire Winter – Children’s Social Care Maria Heard – ICB
Clinical and Care professional leads	Dr Lucy Knight Anna Littlewood Richard Selwyn
Primary Care	Berge Balian
Public Health	Lou Woolway, Orla Dunn
SFT/YDH	David Shannon, Dr Meredith Kane, Jane Yeandle, Greg Cobb
ICB	Shelagh Meldrum, Bernie Marden
VCSE	Katherine Nolan/Charlotte Jones
Healthwatch	Judith Goodchild/Gillian Keniston-Goble
Comms & Eng.	Charlotte Callen
Finance	Scott Sealey
Strategy Project Lead	Tracey Tilsley
PMO	Caroline Greaves

Fit for my Future

Somerset's Integrated Care Strategy



Development of Fit for my Future

- Early engagement during Autumn 2018, we heard that people in Somerset:
 - * Want more health and care services to be provided locally
 - * Want to be in their own homes
 - * That our services are disjointed, confusing and do not work together
- Development of the Case for Change
- Development of new models of care
 - * Mental health - which attracted additional national funding
 - * Out of hospital care
- Engaging and consulting with the public on service changes (2019/20)
 - * Consultation on the future location of acute mental health inpatient wards for adults of working age
 - * Engagement on our early thinking around a community model of care (2019/20)
- Refresh of the Fit for my Future Strategy – 2021/22
- Development of a vision for our community hospitals 2021/22

Improving Lives is the Somerset county strategy, owned by the Health and Wellbeing Board, which sets out how we will work to deliver improvements for our population. We take the Joint Strategic Needs Assessment into account when defining strategy.

The Fit for my Future (FFMF) strategy is how the Somerset ICS will deliver the fourth element of Improving Lives and will guide our system planning and prioritisation.

Organisational strategies (for example, the clinical strategy, which underpins the merger of SFT/YDH), will be set in the context of delivering our overall system strategy.

Ahead of the ICS launching, we refreshed the strategy and engaged with a number of stakeholders to make sure it was fit for purpose, that we learnt from Covid; ensuring the strategy is inclusive and covers all ages of our population and meets the requirements of the ICS. We are mapping transformation programmes across the system to identify where we have gaps and need to accelerate activities in order to deliver the strategy.

SOMERSET COUNTY VISION



We have a vision for Somerset. Over the next ten years, we want all organisations to work together as a partnership to create:

- A thriving a productive Somerset that s ambitious, confident and focused on improving people's lives
- A county of resilient, well-connected and safe and strong communities working to reduce inequalities
- A county infrastructure that supports affordable housing, economic prosperity and sustainable public services
- A county and environment where all partners, private and voluntary sector, focus on improving the health and wellbeing of all our communities



The Fit for my Future Vision

In Somerset we want people to live healthy independent lives, supported by thriving communities with timely and easy access to high quality and efficient public services when they need them.

What are the obstacles to us achieving our vision?

1

THERE IS A LACK OF FOCUS ON POPULATION HEALTH AND PREVENTION

Healthy life expectancy is decreasing for some groups and we do not focus enough resource and attention on prevention and wellbeing

2

THERE ARE FRACTURED, CLUNKY PATHWAYS AND PROCESSES

Our pathways are disjointed and frequently too long, wasting time and resources for people, carers and colleagues, and negatively impacting the environment

3

TOO MUCH RESOURCE IS SPENT ON HOSPITAL CARE

We are overspent, with too much attention and resource spent on hospital care, and not enough on children's services, mental health and community based services

4

INEQUALITIES ARE WORSENING

We have worsening health inequalities, impacted by COVID, with some groups having life expectancy 10-20 years below others

5

THERE IS POOR CO-ORDINATION OF CARE FOR PEOPLE WITH COMPLEX NEEDS

People with complex needs have poorly co-ordinated care wasting time, and leading to worse outcomes



Fit for my Future aims

1

**IMPROVE THE
HEALTH AND
WELLBEING OF THE
POPULATION**

Enable people to live socially connected, healthy, independent lives, promote early intervention and prevent avoidable illness

2

**PROVIDE THE BEST
CARE AND SUPPORT
TO CHILDREN AND
ADULTS**

Ensure safe, sustainable, effective, high quality, person-centred support in the most appropriate setting

3

**STRENGTHEN CARE
AND SUPPORT IN
LOCAL
COMMUNITIES**

Develop and enhance support in local neighbourhood areas and bring care and support closer to home

4

**REDUCE
INEQUALITIES**

Value all people alike, target our resources and attention to where it is most needed, giving equal priority to physical and mental health







5

**RESPOND WELL TO
COMPLEX NEEDS**

Improve outcomes for people of all ages with complex needs through personalised, co-ordinated support




Our approach to working together in Somerset ICS

-  Everyone plays their part by working together and removing barriers in order to create the conditions which promote healthy, connected communities
-  We live within our means, and use our resources wisely to create a sustainable system
-  We have trusting and collaborative relationships
-  Engaged colleagues drive innovation from within high-performing teams, with strong supportive leadership
-  Our processes and systems make it easy for us to do the right thing and to get it right first time
-  We focus on and measure, things that matter to people, carers and colleagues



Our enablers...



Excellent communication, quality improvement and learning are at the heart of our work

We make the best use of our collective assets and resources

We work in partnership with communities, the voluntary sector, carers and people with experience

Our organisations deliver the right people, working differently, in a compassionate and inclusive culture

We all work on a single agreed strategy

Our digital technologies are connected, driving access and information sharing across our organisations





Next steps



Thank you