



Update on progress of Hampshire and Isle of Wight ICS and Frimley ICS

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23 May 2023



Update on Integrated Care Strategy and Partnership

Our partners involved



Progress to date



July-September 2022

Developed our Strategic priorities in partnership

January 2023

Looked in detail at 3/5 the strategic priorities to identify the opportunities to deliver in partnership

We agreed that the focus of the ICP strategic priorities should be to amplify the existing work at place and to avoid duplicating our efforts as we begin to articulate our shared outcomes in the programme plans. This also needs to focus on what the few key things we can do **together** at scale i.e. we all have a part to play.

May -June 2023

Socialisation, sign off and submission of the Joint Forward plan

September – December 2022

Developed the strategy based on our strategic priorities and engaged across the system

February- May 2023

Look in detail at the other 2 priorities
Determine what we deliver under each priority and our delivery approach and how we will measure success

OUR STRATEGY ON A PAGE



OUR 5 PRIORITIES AND KEY AREAS OF FOCUS:

Continue and develop our **trauma-informed approach**

Co-locate services to enable a **family-based approach**

Further develop a **joint children's digital strategy**

Improve access to **bereavement support**

Address inequalities in access and services

Support the **mental health and wellbeing of our staff.**

Improve social connectedness

Provide **support in community settings** for healthy behaviours and mental wellbeing

Ensure **equal importance** is given to mental wellbeing and physical health



Focus on the **"best start in life"** for every child in the first 1000 days of their life

Improve **access and mental health outcomes** for children and adolescent mental health services

Work with schools and other key partners on **prevention and early intervention**



Better connect people to **avoid loneliness and social isolation**

Promote **emotional wellbeing** and **prevent psychological harm**

Improve mental health and emotional resilience for **children and young people**

Focused work to **prevent suicide**



Minimise potential health and wellbeing **impact of cost of living pressures**

Provide **proactive, integrated care** for people with **complex needs**

Support **healthy ageing** and people living with the impact of ageing

Combine resources around **groups of greatest need**



Evolve our **workforce models** and building **capacity to meet demand**

Ensure the availability of the **right skills and capabilities**

Ensure people who provide services are **well supported and feel valued**



Empower people to use digital solutions

Support our **workforce**

Joint data, information and **insights**

Improve how we **share information**

Continue to improve our **digital solutions**

What's been achieved

- 2 system wide events – over 200 people attended
- A statutory Joint Committee designed and being established
- Priorities agreed for our Integrated Care Strategy and supported by all partners which focus on improving the wellbeing and outcomes for our local people
- Enthusiasm and commitment to build on what we have and work in partnership to take further
- Vision statement being finalised
- Charter of Behaviours being finalised
- Delivery in partnership linking to Operating Plan and Joint Forward plan





Synergy between the two system strategies

- Both strategies have been developed in partnership with local authorities; the Joint Strategic Needs Assessment and Health and Wellbeing Strategy for Hampshire
- Both strategies have been developed with a broad range of stakeholders and set out the aspiration to unlock the benefits of greater partnership working and using the collective resources more effectively to improve the health of the population.
- Both strategies place an emphasis on the importance of working better with children and families, as well as supporting people to live healthy lives with an emphasis on preventative interventions to reduce the need for health and care services in the long term.
- Both systems recognise the need to review their workforce models to build capacity and ensure the right skills and capabilities are there for the future. The importance of investing in digital solutions and sharing capacity across the partnerships also come through as themes
- Both strategies build on and support the work ongoing at a Hampshire place level. To ensure the effective delivery of the strategy, it is recognised that partnership working with the Health and Wellbeing Board will be vital.

Refining our strategic priorities across the partnership – timeline for the next 6 months

By the end of April 2023

Establish a working group to develop detailed action plans for year 1 and to take our plans beyond year 1 (23/24) to consider the future actions and outcomes

Agree programme leads and identify senior responsible officers from the ICP joint committee for each priority

Develop a communications and engagement plan for the Integrated Care Partnership priorities which will help to socialise the work of the ICS

By the end of May 2023

Refine the content and assumptions within the action plans and map the potential impact for the next 5 years of the action plans and agree the mechanisms for measurement

Establish any programme boards which are not yet established and ensure membership is representative of the system

Establish ICP steering group to support working across the priority areas and support the planning of ICP committees and assemblies, and drive the engagement across the system

By the end of June 2023

Finalise plans for each priority area through continued socialisation, engagement and iterations across partners

Develop highlight reports for each priority area for the ICP joint committee and for sharing via the ICP assembly

Build on existing delivery against the priorities

July –October 2023

July 2023 – next Integrated Care Partnership Joint Committee

Identify the theme for the first ICP assembly and start planning via the ICP steering group

September/October 2023 – next ICP assembly

Continued engagement with all system partners on the development and iterations of the strategic delivery plans via Health and Wellbeing Boards and other established forums

Integrated Care Partnership Governance

Focus groups

- Following the ICP design group in November 2022, there was an agreement to set up a series of focus groups to:
 - Define the purpose of the ICP Joint Committee
 - Make a set of recommendations on the governance of the ICP Joint Committee including membership, chairing, voting etc.
- The focus groups met twice over January and February and the below slides outline the key recommendations which are reflected in the draft terms of reference
- These groups were attended by representatives from the membership

Membership agreed by the Integrated Care Partnership



Proposed membership	24	
HWBB chairs	4	
ICB chair	1	
1x Director of Adult Social Services	1	
1x Director of Children's services	1	
1x Director Public Health	1	
ICB Chief executive	1	
ICB executive member	1	
1x senior community housing executive (preferably from a District - could be a District CEO)	1	
OPCC	1	
Constabulary	1	
Fire and Rescue	1	
VCFSE alliance	2	with the option to co-opt another 2 if appropriate
Healthwatch	1	
District & Borough rep	1	
Clinical rep	2	
NHS provider (1x community, 1x acute)	2	
Academic partner	1	

Secretariat will be provided by the Hampshire and Isle of Wight Integrated Care Board.

Chairing arrangements

Chairing recommendations from the Focus Group:

- The preferred option which emerged from the governance focus groups and subsequently agreed at the first committee meeting was to have a Health & Wellbeing Board Chair and an Director of Public Health co chair the meeting
- It was agreed that the chair rotates annually with the Southampton City Council Health and Wellbeing Board Chair chairing for the first year

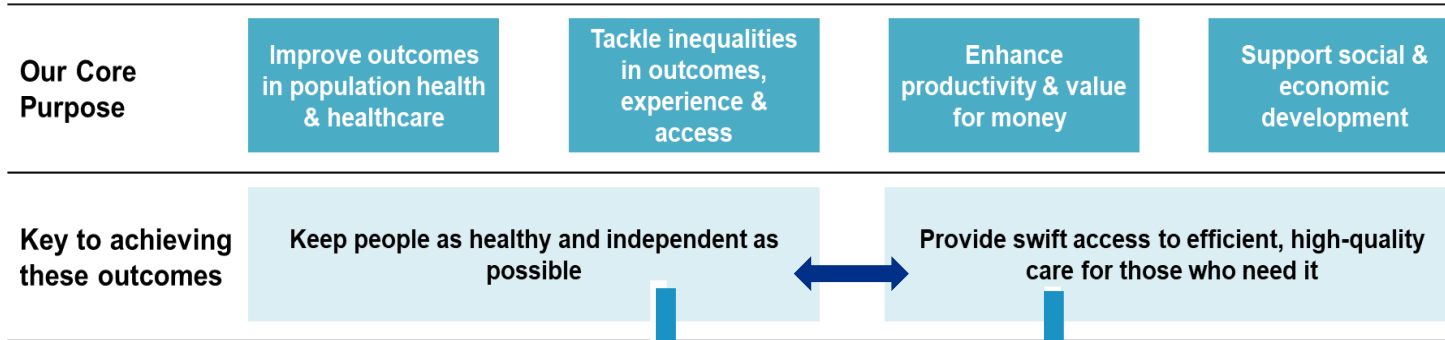
Next steps

- We have established a working group since April, including programme leads and Directors of Public Health in order to:
 - Develop a detailed system action plan for the next 12 months for each priority area
 - Determine the longer term action for each priority (over the next 5 years)
 - Understand the potential impact of delivering against the plan over the next 5 years
- Agree where each priority will be delivered through either:
 - Identifying existing partnership boards to drive delivery of the specific programmes of work and ensure they involve the right partners
 - Establish new partnership boards for priority areas where there may be gaps to ensure there is oversight and delivery
- Identify leadership for each priority area, including :
 - A member of the Integrated Care Partnership who will act as a System Senior Responsible Officer for each priority area
 - Identify a strategic programme lead for each priority area to drive the programme forward
- Establish the Integrated Care Partnership Steering group in order to ensure joint planning of ICP assemblies and committees and to act as an engine room for the integrated care partnership
- Agree our vision and further develop our behaviours for the Integrated Care Partnership



Update on the Joint Forward Plan

Following on from our integrated care partnership strategy and 23/24 operating plan, our joint forward plan describes our plans for system recovery and improved health and wellbeing in the medium to long term



Our system priorities

Resetting the system - our Integrated Care Board and NHS Trust Partner priorities



Renewed focus on population health and wellbeing - our Integrated Care Partnership priorities



Underpinning enablers



ICP Strategy

- Focus on underlying health, happiness, wealth and wellbeing of population
- Addressing inequalities within and between communities – more widely than access to and experience of healthcare

Published end December 2022

NHS operating plan

- Describes 2023/24 plans to deliver Year 1 of the strategy and joint forward plan
- Focus on immediate steps to enable system recovery

May 2023

Joint Forward Plan

- Focus on quality, efficiency and sustainability of care models and services
- Tackling inequalities within healthcare
- Plan for the next 5 years

To be published end June 2023

System transformation programmes focus on improvements in models of care. Much of this work will continue in delivery and benefits realisation into years 2 and beyond of our plan

Free up beds and reduce demand in acute care



Reduce acute demand

- Reduce conversion rates (attendance to admission)
- Reduce outpatient follow ups and 'do not attends' (DNA)
- Reduce emergency hospital attendances
- Primary/community care coverage

Increase flow out of hospital

- Support discharge of patients who no longer meet criteria-to-reside
- Reduce bed days for unplanned care by reducing numbers of long staying patients and addressing length of stay in pathways for discharge home with health and care support

Focus on care for older people (local care)

- Reduce readmissions to hospital for >75s
- Reduce bed days for unplanned care in community hospitals
- Reduce admissions for >80s through proactive, integrated community-based care

Increase elective activity income



- Attracting additional income from achieving 109% elective recovery fund target
- Increase productivity in elective capacity – e.g. improving theatre utilisation, delivering outpatient impact outlined above

Transformation Programmes



Urgent and emergency care

Urgent & Emergency Care (UEC) Programme

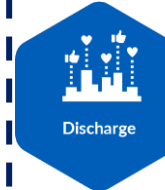
Best practice, standardised approach to UEC delivery, optimised use of alternative pathways and improved efficiencies and scaled up urgent community response and virtual ward provision (includes: integrated urgent care (IUC), urgent treatment centres (UTC), same day emergency care (SDEC), community models and increased capacity in NHS 111 and 999 call handling)



Local care

Local Care Programme

Preventative and Proactive Case Management roll out starting with frailty; same day access to primary care; enhanced integrated care closer to home and neighbourhood model of care; focused cardiovascular disease and diabetes work targeting areas of deprivation/inequalities



Discharge

Discharge Programme

'Home First' model of discharge and improved processes within discharge pathways



Elective care

Elective Care Programme

- Meeting national waiting time targets including through mutual aid and system waiting list
- Outpatient transformation including promoting use of Advice and Guidance and Patient Initiated Follow Ups and improved access for specific specialties
- Elective Hub
- Reduced variation
- Diagnostics strategy including community diagnostics centres

Underpinning enablers and new ways of working include



Our people (workforce)



Digital and data



System working



Productivity and efficiency



Grip and control

Next steps

Working with partners throughout May and June, we will:

- Fully establish the programmes and programme architecture to deliver transformed models of care and monitor their impact
- Finalise a system accountability framework and risk and quality management approach
- Deliver a quantified recovery and transformation plan as the core content of our five year joint forward plan, which has been codeveloped and widely tested, refined and supported including through health and wellbeing boards