



Bristol, North Somerset and South Gloucestershire Integrated Care Board

Report to the Health Overview and Scrutiny Panel

Date of Meeting: Thursday 13 July 2023

Subject of Report: Integrated Care Strategy

Officer Presenting: Ros Cox – Associate Director (Partnerships)

Recommendations

For information

1. Summary of Report

This paper summarises the work done to date by the Integrated Care Partnership (ICP) which is made up of the VCSE sector, representatives from the six localities and partners from all Integrated Care System organisations. This includes the Chairs from the three local authorities. Organisations are working together to develop a comprehensive strategic approach to improving the overall health and wellbeing of the residents of BNSSG. The first step on this journey, was to develop a Strategic Framework (which can be accessed [here](#)) which was approved and published by the Integrated Care Partnership in December 2022.

The system wide Editorial Group, which oversaw the production of the Strategic Framework, was reconvened to co-ordinate the development of the first edition of the Integrated Care System Strategy. It was approved by the Integrated Care Partnership board on 16 June, with the final document published on 30 June, in coordination with the Joint Forward Plan, and will be circulated to all partners.

The Joint Forward Plan sets out how the Integrated Care Board (ICB) and provider trusts intend to meet the physical and mental health needs of the population through arranging and/or providing NHS services, supported by local authority and VCSE partners.

The Joint Forward Plan is structured around the responsibilities of the Health and Care Improvement Groups (HCIGs) and describes how we plan to achieve and deliver the priorities set out in our Strategy over the next five years.

2. Details

Strategy

The Integrated Care System Strategy will focus on the delivery of four key aims:

Aim 1: Improve Outcomes in Population Health and Healthcare

Aim 2: Tackle Inequalities in outcomes, experience and access

Aim 3: Enhancing productivity and value for money

Aim 4: Supporting broader social and economic development

The Integrated Care Partnership requested we reintroduce work on system culture that was done for an earlier iteration of the process. The key proposition of this work is that, if we are going to deliver on the potential of our partnership, we need to adopt complementary cultures across our organisations.

The development of the Strategy provides an opportunity to develop, test and embed this. We have set out our culture change aspiration by articulating eight behaviours that we aim embody and embed through the strategy development process into ongoing collective decision making.

1) CLARITY

We will ensure that for any decision there will be a coherent, shared analysis of the key challenges, with an evidence-based agreement on our priority areas and mechanism for measuring impact. A key test will be that people within our partner organisations know the system vision, priorities and their contribution to delivering them.

2) CANDOUR

We will challenge ourselves to have honest conversations when working in partnership, addressing the root cause of any issues and developing solutions aligned to our vision and purpose. This will enable us to build trust and depth in our working relationships.

3) COMMITMENT

Each partner will sign up to do what is necessary to meaningfully address our shared key priorities even where this challenges established ways of working. We will also demonstrate a commitment to the partnership and the new ways of working. This will be driven from the top by our system leaders showing the way.

4) COLLABORATION

We will pool our resources to address the challenges we face together and tackle problems from the perspective of a rich pool of opportunities offered by having more organisations involved.

5) CONSISTENCY

There will be a recognisable thread between all partners that stems from the agreed system strategy. We will aspire for consistency in our approach to making decisions as a system with the aspiration that this will reduce variation for people receiving services.

6) CONSEQUENTIAL

The strategy, and the work that we do as a system, will have real, quantifiable impacts evidencing improvement in lives, health and wellbeing. To achieve this, an outcomes-focused approach is core to this strategy and the primary mechanism for measuring success.

7) CHALLENGE

We will hold each other accountable through constructive challenge to ensure that the best possible decisions and outcomes are drawn – debate will be encouraged and conclusions drawn which may be uncomfortable but enable progress towards the greater goals of our system.

8) COURAGE

Our stakeholders and partners have consistently expressed a desire that we show courage as a system. This will mean we take the bold decisions needed to deliver our vision and when the inevitable pressures come, we stick to our vision and these principles in how we tackle those problems.

Joint Forward Plan

The Joint Forward Plan follows national guidance and principles to ensure that it is:

- Fully aligned with wider system ambitions
- Supports subsidiarity by building on existing local strategies and plans, as well as reflecting the universal NHS commitments.
- Delivery focused, including specific objectives, trajectories, and milestones.

Key elements of our plan include:

- Improving the lives of our children
- Improving the lives of people in our communities
- Improving the lives of people with mental health conditions, learning disability, and autism
- Improving our acute healthcare services

3. Consultation

In the summer of 2022, we asked local people what helps them to be happy, healthy, and well. We had over 3,000 responses to the exercise, with over 21,000 different comments from those who completed an online survey or attended one of more than 50 community events. We worked with our local hospitals, community health, primary care, mental health, local councils, charities, community groups, the voluntary sector, and businesses to help gather these responses.

Many different people from our communities in Bristol, North Somerset and South Gloucestershire are represented in the findings and this includes different age groups, health needs, abilities, and people from a variety of backgrounds. The findings have been an integral part of shaping our Strategy, the Joint Forward Plan and Operational Plans, and we are continuing to involve stakeholders as this work develops.

4. Equality Implications

The Strategy will focus on delivering the four aims of the ICS, which includes tackling inequalities in outcomes, experience and access to healthcare. Identifying, understanding, and addressing the drivers of health inequalities within our diverse population is a fundamental reason as to why the System Strategy is being developed.

The Joint Forward Plan takes account of the Public Sector Equality Duty, Section 149 of the Equality Act 2010 and the NHS Act 2006.

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Appendices:

BNSSG Strategy
Forward Plan