

Joint Health and Overview and Scrutiny Committee

DATE 20th March 2023

TITLE Developing our Initial Integrated Care Strategy for South Yorkshire

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Purpose of report

This paper is to provide an update to the Joint Health Overview and Scrutiny Committee on the work that has taken place to develop our Initial Integrated Care Strategy for South Yorkshire, including the engagement work.

It will also provide an update on the development of the NHS Five Year Joint Forward Plan for South Yorkshire

Recommendations:

The Health Overview and Scrutiny Committee is asked to:

- Note the work undertaken to develop our initial Integrated Care Strategy for South Yorkshire including the engagement work within the challenging timeline set nationally.
- Note the plans for ongoing engagement.
- Note the work underway to develop the NHS Five Year Joint Forward Plan for South Yorkshire and consider how to approach scrutiny

Developing our Initial Integrated Care Strategy for South Yorkshire

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1. Purpose

- 1.1. This paper is to provide an update to the Joint Health Overview and Scrutiny Committee on the work to develop our Initial Integrated Care Strategy for South Yorkshire, including the engagement work.
- 1.2. It will also provide an update on the development of the NHS Five Year Joint Forward Plan for South Yorkshire

2. Background – South Yorkshire Integrated Care Partnership

- 2.1. Integrated Care Partnerships (ICPs) have been designed to provide a forum for NHS leaders and local authorities to come together as equal partners with other key stakeholders including the voluntary sector to support place-based partnerships.
- 2.2. It is expected that by complementing place based working, including overview and scrutiny arrangements and partnerships ICPs will play a critical role, in facilitating joint action to improve health and care outcomes and experiences across their populations, and influencing the wider determinants of health, including creating healthier environments, inclusive and sustainable economies.
- 2.3. The South Yorkshire Integrated Care Partnership was established in September 2022 with membership drawn from each of our Health and Wellbeing Boards and our Integrated Care Partnership. It is chaired by our South Yorkshire Mayor, Oliver Coppard. All Integrated Care Partnerships were expected to develop an initial Integrated Care Strategy by the end of December 2022.

3. Developing our initial Integrated Care Strategy for South Yorkshire

- 3.1. Our initial Integrated Care Strategy for South Yorkshire was developed at pace between September and December 2022 and informed by the following
 - **A refresh of the South Yorkshire population health needs assessment**
Completed in September 2022, shared at the inaugural of our Integrated Care Partnership a refresh of our South Yorkshire population health needs assessment has fundamentally shaped and informed the development of our initial Integrated Care Strategy. There is a link to the full report in the Strategy.
 - **Insights from what the public and patients have told us are important to them**
Working within the challenging timelines set nationally to develop our initial Integrated Care Strategy informed by people living in South Yorkshire we have taken a phased approach to engagement. The phased approach is as follows:
 - 1) Gathering insights from existing engagement and involvement work undertaken by ICP partners in the last few years. 284 reports submitted by a broad range of ICP partners were analysed as part of this phase of the involvement work.

2) A campaign by way of survey aimed at seeking views from as many of our 1.4 million population across South Yorkshire as possible asking a simple question –

‘What matters to you about your health and wellbeing?’

3) Gaining deeper insights into seldom heard groups and people with lived experience working with and through Healthwatch and the Voluntary Sector.

The key themes identified in phase 1) used to inform our Strategy were as follows:

- **Awareness** – this includes the need for more information about health prevention and availability of different health and social care services.
- **Access** – this includes removing the barriers to accessing health and social care services. It is important to note that people’s experiences of accessing services have also been made within the context of the pandemic.
- **Agency** – this includes providing people with the information, tools and capacity to manage their own care

Our campaign **‘What matters to you about your health and wellbeing?’** to gain new insights took place throughout November and early December and we had over 500 responses.

To ensure we reached as many members of our population as possible we took the following steps:

- We launched a survey to reach as many of our South Yorkshire citizens as possible by free, digital means.
- The survey was promoted on our social media accounts, to our 1200 ICB membership network; and by asking all of our partners from NHS Trusts, Healthwatches, VCSE umbrella organisations, local authorities, elected members and the South Yorkshire Combined Mayoral Authority to share it on all of their networks. It received 465 responses.
- Healthwatch ran two Zoom focus group sessions.
- We also ran social media advertising targeted at the communities we don’t reach through organic posts, including posts in community languages

In terms of the numbers of people we need to hear from to achieve a 95% confidence with 5% margin of error on a population of 1.4m we need to hear from just under 400 people, however we recognise that statistical significance is relevant for our broader population but not our underserved communities. Therefore alongside our survey, working with our partners from the VCSE and Healthwatch we launched targeted face to face engagement including attending:

- Barnsley College, Dark Nights
- Barnsley Parent Carer Forum
- Barnsley Youth Council
- Beacon Coffee Morning (Carers)
- Breathing Space Rotherham
- Chilypep
- Citizens Advice Event, Barnsley Library
- Doncaster District Deaf Society, Happy Hands

- Doncaster Health Ambassadors
- Healthwatch South Yorkshire
- KickBack Recovery
- Newlife
- Roshni Asian Sheffield Women's Group
- Rotherham Ethnic Minority Alliance
- Safeguarding Event, Barnsley Market
- Salvation Army Goldthorpe Foodbank
- Sheffield Mansel Primary School
- South Yorkshire Stroke Survivor and Carer Panel
- Speakup for Autism
- SY Military Veterans support
- TransBarnsley
- Umbrella Winter Wellbeing

The 'live feedback' from both the survey and the VCSE activity was actively used to inform our Strategy. The full engagement reports are enclosed.

The following key themes emerged in addition to those above:

- **Access to care**
- **Quality of care**
- **Improving mental health and wellbeing**
- **Support to live well**
- **Affordability and other wider determinants of health**
- **Accountability**



All the key themes have been used to inform and shape our initial Strategy. Although we have endeavoured to engage broadly, the national timeline for development of this initial Strategy has made it challenging. Going forward there is a strong commitment to continue to engage and involve as the Strategy evolves and we translate it into delivery plans. We

have shared within the Strategy quotes of what people across our communities have told us is important to them.

- **Building on all our existing Strategies and Plans**

The journey South Yorkshire has been on over the last six years and all our existing Strategies and Plans, including our Health and Wellbeing Strategies, Place Health and Care Plans and our South Yorkshire Strategic Plan. Links to all of our existing strategies and plans can be found at the back of our initial Integrated Care Strategy. Our renewed vision and ambition seeks to further enable delivery of these plans.

- **The work of the Integrated Care Partnership since 23 September 2022**

Including the inaugural meeting on 23 September and development sessions in late October and November 2022. It is through these sessions and the support of the ICP Working Group that the working vision and content of our initial Strategy, including our shared outcomes and bold ambitions have taken shape. Section 4 sets out our initial South Yorkshire Integrated Care Strategy plan on a page.

4. Feedback and finalising our Initial Integrated Care Strategy

- 4.1. An engagement draft of our initial Integrated Care Strategy was circulated and uploaded online ahead of the Integrated Care Partnership Meeting in public on 20th December and the essence of the strategy was considered in the meeting.
- 4.2. Feedback on the engagement draft of our initial Integrated Care Strategy was sought in late in December. A summary of the feedback was shared at the ICP Meeting on 24th January.
- 4.3. Feedback was received from a broad range of system partners including Health and Wellbeing Boards, Place Partnerships and NHS Provider Collaboratives and Alliances. Feedback was also received from Healthwatch.
- 4.4. Almost all the feedback acknowledges the effort made to engage broadly with a wide range of stakeholders, patients and the public within the challenging timeline set nationally. There is an understanding that the strategy was being developed simultaneously working with live feedback. There is strong support for continued engagement and the need to understand who we have not heard from and how best to work together to reach out to them.
- 4.5. Overall the feedback was and continues to be generally in support of the direction of travel set out in the our initial Integrated Care Strategy, particularly the shared outcomes, bold ambitions and joint commitments set out on the plan on a page and taking on board the feedback these remain unchanged.
- 4.6. A final full version of our initial Integrated Care Strategy and an executive summary is due to go to the Integrated Care Partnership meeting on Friday 24th March. An easy read version has also been developed.
- 4.7. Plans are now coming together for an intense launch week commencing 20th March and a toolkit has been developed to enable involvement.

5. Developing our South Yorkshire NHS Five Year Joint Forward Plan (JFP)

5.1. NHS England published guidance on developing Five Year NHS Joint Forward Plans (JFP) in December 2022, alongside the annual Operational Planning Guidance.

[B1940-guidance-on-developing-the-joint-forward-plan-december-2022.pdf](#)
(england.nhs.uk)

5.2. Joint Forward Plans (JFP) are expected to set out how Integrated Care Boards together with their partner NHS Trusts will arrange and provide NHS services to meet both the physical and mental health needs of their local population, aligned to local joint strategic needs assessment and Health and Wellbeing Strategies.

5.3. The guidance is clear that systems are to use their Joint Forward Plan as a shared delivery plan for their Integrated Care Strategy, setting out the NHS contribution. The expectation is that year one is closely aligned to operational planning submissions for 23/24.

5.4. It is expected that JFPs will also address the NHS universal commitments, that is the areas identified in the NHS Long Term Plan and alongside this contribute to the delivery of the ICS' four core purposes. It is expected that the JFP will include the following:

- **Workforce** – Evidence based, integrated and inclusive workforce plans, aligned to operational planning, activity and finance plans.
- **Performance** – Specific performance ambitions with trajectories and milestones that align to operational plan submissions, with regard to LTP ambitions.
- **Digital/data** – Steps to increase digital maturity, contributing to delivering a digitised interoperable and connected health and care system.
- **Estates** – Steps to create stronger, greener, smarter, better health and care infrastructure with efficient use of resources and capital to deliver them.
- **Procurement/supply chain** – Plans to deliver procurement to maximise efficiency, aggregation of spend and demonstrate delivery of best value.
- **Population health management** – The approach to supporting implementation of more preventative and personalised care models, data and insight driven.
- **System development** – How the system will organise itself for delivery, governance, role of places, provider collaboratives, clinical and care leadership and organisational development.
- **Supporting wider socio economic development** – How the ICB and NHS Trusts will support development and delivery of local strategies to influence social, environmental and economic factors that impact on health and wellbeing.

5.5. The JFP is also expected to enable us to dispatch the following legal requirements:

- Arrange for the population of health services for the population

- Duty to promote integrated
- Duty to have regard to wider effect of declarations
- Financial duties
- Duty to improve quality of services
- Duty to reduce health inequalities
- Duty to promote involvement of each patient
- Addressing the particular needs of children and young people
- Duty to involve the public
- Duty to patient choice
- Duty to obtain appropriate advice
- Duty to promote innovation
- Duty in respect of research
- Duty as to climate change
- Duty to promote education and training
- Addressing the particular needs of victims of abuse

5.6. The national expectation is that we will have an engagement draft of our NHS Five Year Joint Forward Plan for South Yorkshire by the end of March 2023 and a final draft by 30th June 23.

5.7. A Joint Forward Plan Coordination Group has been established to bring together places, provider collaboratives and alliances to coordinate our initial JFP for South Yorkshire. It builds on significant work to date, our strategic baseline, work to understand our transformation programmes and develop change plans in the ICB, and work undertaken through our Provider Collaboratives and Alliances to bring people together to consider and agree priorities for their respective areas of focus.

5.8. Building on the engagement approach commenced to inform our Integrated Care Strategy, work is already underway to gain deeper insights, listening to inclusion groups people living in our most deprived communities and people with lived experience, working with Healthwatch and the voluntary sector.

5.9. We are continuing to build on all our existing strategies and plans, including Health and Wellbeing Strategies, Place Integrated Health and Wellbeing Plans and our previous South Yorkshire Five Year Strategic Plan. It is anticipated that the immediate priorities for year 1 and 2 will be focused on the areas identified in the operational planning guidance as follows:

Urgent and emergency care	Diagnostics	Primary care	Maternity	Learning disabilities and autism
Elective care	Cancer	Community health services	Health inequalities	Mental Health
Use of resources – balanced net system financial position				
Workforce – NHS People Plan delivery				

5.10 It would helpful to consider together with JHOSC how best to approach scrutiny as we work towards the final Joint Forward Plan at the end of June 2023.

6. Recommendations:

6.1. The Health Overview and Scrutiny Committee is asked to:

- Note the work undertaken to develop our initial Integrated Care Strategy for South Yorkshire including the engagement work within the challenging timeline set nationally.
- Note the work underway to develop the Joint Forward Plan and consider how to approach scrutiny

Appendices

- ICP Strategy
- ICP Strategy summary
- ICP Easy Read
- ICP Launch Toolkit
- ICP Phase 1 Engagement Report
- ICP Phase 2 Engagement Report