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| Report title: | Norfolk and Waveney STP's Expression of Interest to become an Integrated Care System |
| Date of meeting: | 6 March 2018 |
| Responsible Chief Officer: | Antek Lejk, STP Executive Lead |
| Strategic Impact | |
| <p>Improving Health and Care services is of strategic importance to all partners within the Sustainable Transformation Partnership (STP). We wish to look beyond our existing partnership arrangements and start working as a more integrated system across the NHS and Care system.</p> <ul style="list-style-type: none"> • Citizens in Norfolk & Waveney need access to good quality and cost effective health and care services. The STP partner organisations have clear responsibilities to work together to achieve this, exercised through the Health Overview and Scrutiny Committee. • People's health and care needs are often closely linked and effective co-ordination and integration of services is required for an effective and seamless response. • We wish to move away from the transactional relationships between the different parts of our health and care system to integrated delivery based on population health need, that aims to help people stay healthy at home and reduce the number of people falling into crisis or emergency care. | |

Executive summary

Norfolk and Waveney Sustainability and Transformation Programme has been invited to submit an expression of interest to become one of eight STPs in a 'second wave' of Integrated Care Systems. This would mean working in shadow form, whilst we explore what becoming an ICS for Norfolk and Waveney would mean for our population. This paper sets out the opportunities this presents for improved health services and integrated care, the criteria for application and how these reflect the STP priorities.

Recommendations:

1. **Members are asked to support the Expression of Interest to become an Integrated Care System, subject to agreement by Trust Boards, Governing Bodies and Council Committees.**

1. An Integrated Care System

1.1 NHS England sees becoming an Integrated Care System (ICS) as an evolution of the Sustainability and Transformation Partnerships. An ICS enables a system to become a system which is jointly responsible for creating integrated health and care services for their local population within the available budget.

1.2 Becoming an ICS gives a local system more flexibility to manage resource across local services, improved access to NHS transformation funding opportunities and engagement with NHS regulation in manner which enables local flexibility and integration. Overall, it is seen to be an enabler to accelerating the improvement of Norfolk and Waveney's health and care system.

1.3 The criteria for becoming an Integrated Care System are:

Criteria for “shadow” or prospective ICS

Capabilities all systems should evidence from the beginning

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| Effective leadership and relationships, capacity & capability | <ul style="list-style-type: none">• Strong leadership team, with mature relationships across the NHS and local government• Clear, shared vision and a credible strategy• Effective collective decision-making, with clear roles and accountabilities – including primary care• Effective ways of involving clinicians and staff, service users and the public• Ability to carry out decisions that are made, with the capability to execute on priorities |
| Track record of delivery | <ul style="list-style-type: none">• Evidence of tangible progress towards delivering <i>Next Steps on the Five Year Forward View</i> especially redesign of UEC system, better access to primary care, improved mental health and cancer services• Delivery of constitutional standards or confidence that by working as a system they are more likely to be recovered |
| Strong financial management | <ul style="list-style-type: none">• Collective commitment by CCGs and trusts to shared systems of financial planning and financial risk management, supported by system control total and system operating plan• Agreement to individual control totals or acceptable proposal for re-apportioning system control total• Credible plans for meeting system control total and, where not already achieved, for moving towards system financial balance |
| Coherent and defined population | <ul style="list-style-type: none">• A meaningful geographical footprint that respects patient flows• Where possible, is contiguous with local government boundaries• Covers an existing STP of sufficient scale (~1m pop or more) |
| Focused on care redesign | <ul style="list-style-type: none">• System has persuasive plans for integrating services vertically (primary care, social care & hospitals) and collaborating horizontally (between hospitals)• Widespread involvement of primary care, with GP practice collaborating through incipient networks• Plans to redesign care models and introduce more systematic approaches to population health |

1.4 Eight areas are currently in this position, with a second wave of areas to be approved in March. The Norfolk and Waveney Sustainability and Transformation Partnership (STP) has been invited by NHS England to bid and an expression of interest was submitted on 16th February with the agreement of the STP executive members, including the Managing Director, Director of Adult Social Services and the Director of Public Health. The expression of interest will be reviewed by NHS England and NHS Improvement during March. A successful outcome would see Norfolk and Waveney become a shadow ICS from April 2018.

2. The benefits of becoming an Integrated Care System

2.1 The benefits which have been identified in Norfolk and Waveney STP expression of interest to becoming an ICS include:

- Enabling a stronger focus on prevention and the whole population's health to

improve the health of the population of Norfolk and Waveney.

- Integrating more health and care pathways in the community wrapped around primary care, building upon existing services to provide more seamless care.
- Support the integration and closer working across the three hospitals.
- Enable a whole system approach to supporting challenged services
- Reduce unwarranted variation across the whole population
- Working more closely as regulators, commissioners and providers to provide better consistency.
- Make Norfolk and Waveney a more attractive place to work
- Enable a fundamental shift in culture across services.
- Enable us to make better use of our health and care resources which total £2.6billion

2.2 These support the STPs strategic objectives to improve health outcomes, the quality of services and provide the best value for money.

3. Role of the Health and Wellbeing Board

3.1 The Expression of Interest sets out that proposals will be developed for an enhanced role for the Norfolk Health and Wellbeing Board to provide greater democratic accountability of the work of the ICS and that a decision will be reached by May 2018. This will not substitute for decisions which will be made by Trust Boards, Governing Bodies and other Council committees under the Constitution.

4. Financial implications

4.1 The financial implications of becoming an Integrated Care System will need to be scoped out and decisions managed as the process evolves. The various Statutory Bodies and the Council will continue to have control through existing governance structures over any financial commitments they choose to make. [These will be considered by the relevant Trust Board, Governing Body or Policy and Resources committee.]

5. Issues, risks and innovation

5.1 Norfolk and Waveney is well-placed to lead innovation in health and care, for the benefit of local people. We are recognised as having a strong track record of integrated services and integrated commissioning and our STP has been assessed as 'Advanced'. Becoming an integrated care system will position Norfolk and Waveney as one of the early adopters of the model.

5.2 A risk register will be maintained during the development of new arrangements with the NHS.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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