

Report title: NHS Norfolk and Waveney Integrated Care Board Annual Report

Date of meeting: 08 March 2023

Sponsor

(HWB member): Tracey Bleakley, Chief Executive, NHS Norfolk and Waveney Integrated Care Board

Reason for the Report

NHS Integrated Care Boards (ICBs) must include a narrative in their annual reports about how they have contributed to the delivery of the priorities of their local Health and Wellbeing Boards. Boards must also be consulted in the preparation of these narratives.

Report summary

NHS Norfolk and Waveney ICB has drafted the narrative set out in this paper for their 2022/23 annual report about how they have supported and contributed to the delivery of the priorities of the Norfolk and Suffolk Health and Wellbeing Boards (as set out in their respective Joint Health and Wellbeing Strategies).

Recommendations

The HWB is asked to:

- a) Comment on the draft narrative and propose any amendments they would like made.

1. Background

- 1.1 NHS Integrated Care Boards (ICBs) are required to consult health and wellbeing boards about the part of their annual report which sets out how they have contributed towards delivery of the Joint Health and Wellbeing Strategy. NHS Norfolk and Waveney ICB is sharing the below extract of their annual report with the Board for comment.
- 1.2 The final version of the ICB's annual report for 2022/23 is not due to be submitted to NHS England until June 2022. The narrative remains draft and subject to minor changes up to that point.

2. The draft narrative

- 2.1 Here is the draft extract from NHS Norfolk and Waveney ICB's annual report for 2022/23:

2.1.1 Joint Health and Wellbeing Strategies

NHS Norfolk and Waveney ICB is an active member of both the Norfolk and Suffolk Health and Wellbeing Boards. The ICB has worked to support the four priorities in Norfolk's Joint Health and Wellbeing Strategy, as well as the cross-cutting themes in Suffolk's strategy.

2.1.2 Norfolk priority: Driving integration

Suffolk cross-cutting theme: Greater collaboration and system working

In line with the Health and Care Act (2022), NHS Norfolk and Waveney Integrated Care Board (ICB) was designed to strengthen collaboration and further integration, not just between local NHS organisations, but with council colleagues and the voluntary, community and social enterprise (VCSE) sector. To support and enable integration, the NHS ICB Board

and its committees have partners on from a wide range of backgrounds and from different parts of the system.

Building on our well-established local relationships and the success of our health and wellbeing boards, the ICB has worked with partners to establish the Norfolk and Waveney Integrated Care Partnership. ICB staff have also worked with colleagues from the Partnership to develop our first Integrated Care Strategy for Norfolk and Waveney. The ICB is using the priorities in the strategy to guide the development of its first five-year Joint Forward Plan; helping to ensure that the ICB's work is coordinated and in line with that of system partners.

As a system, we are strengthening integration at all levels. The ICB has:

- Continued to support the development of our 17 Primary Care Networks (PCNs) and integrating our workforce.
- Worked with partners to establish the five Place Boards, which have brought together colleagues from across health and care to integrate services at a more local level.
- Been an active partner in the eight local health and wellbeing partnerships, working with district councils, VCSE organisations and others to address the wider determinants of health.
- Supported greater collaboration between providers operating in the acute, community and mental health sectors.

Our Integrated Care System is not fundamentally about structures and governance though. It is about relationships between people, communities, colleagues and the organisations that make up our Integrated Care System. To drive integration, we have invested in these relationships. For the ICB's part, this has included:

- A focus on how the ICB and our system works with local people and communities, helping us to build a better understanding of local health and care needs.
- Greater collaboration with the voluntary sector, for example through the VCSE Assembly.
- An organisational development programme to ensure the actions and behaviours of everyone who works for the ICB supports and enables collaboration and integration.

Importantly, we are taking decisions and making changes to integrate services and it is these changes that will really improve people's health, wellbeing and care. Examples include:

- **Collaborating to reduce waits for planned care:** During the pandemic, the number of patients waiting longer for treatment grew for multiple reasons; by June 2022 there were no patients waiting two years or more for routine care in our area. Achieving this target was only possible thanks to close collaboration between our three acute hospital trusts, making effective use of all available capacity, and through strengthening our relationships and mutual aid arrangements across healthcare systems.
- **Introducing a carers passport:** In November 2022, our Carers Identity Passport was launched, supported by all our local NHS trusts and East Coast Community Healthcare. This was introduced in response to carers telling us, as a system, how we could better support carers and families by involving them earlier when we are planning for a patient's discharge and listening to them about what would work best for the people they know and love.
- **Sharing data better to make it easier for frontline health and care professionals to understand people's conditions and to treat them:** We have made good progress with two key projects in our Digital Strategy. Firstly, the Norfolk and Waveney Shared Care Record Proof of Principle is live following successful system testing. The Shared Care

Record is a way of bringing together a person's records from the different organisations involved in their health and social care. These are then visible to frontline health and social care professionals, at the point of care. Secondly, the green light has been given to start the procurement of an electronic patient record for our three acute hospital trusts.

2.1.3 Norfolk priority: Prioritising prevention

Suffolk cross-cutting theme: Prevention: stabilising need and demand

The ICB has worked with a wide range of partners to make real progress with the prevention agenda, both through the use of population health management techniques and by commissioning preventative services. Examples include:

- **Protect Norfolk and Waveney:** Protect NoW has continued to make strong progress and delivered a range of population health management projects over the past year. This is helping our system to provide more anticipatory and preventative care.
- **Active NoW:** Health and care professionals working with patients who could benefit from being more physically active now have a consistent, simplified way to refer patients into physical activity through Active NoW. The programme supports inactive patients who do less than 30 minutes of exercise each week, as well as patients living with a long-term health condition that could be managed or improved by being more active.
- **The Wellness of Wheels Bus:** To make it easier for people to get services, support and information, particularly people who do not access services in more traditional ways, we have introduced the Wellness on Wheels Bus. It visits communities across Norfolk and Waveney offering services such as vaccinations and screening, along with health and financial advice.
- **Health and Care Wellbeing Hubs:** We have opened our first hub in Norwich, which in addition to giving COVID-19 vaccinations, is also offering access to wider health support, lifestyle and wellbeing advice, and welfare support services.
- **Green Plan:** The ICB helped to develop the system's Green Plan for 2022-25, which sets-out the commitment of local health and care services to reducing harmful carbon emissions, which will save lives and improve health now, and for future generations.

2.1.4 Norfolk priority: Addressing inequalities

Suffolk cross-cutting theme: Reducing inequalities

The COVID-19 pandemic highlighted some of the health and wider inequalities that persist in our society. As a system we are committed to working together to address these inequalities.

As outlined above, the ICB is working with partners to reduce health inequalities by:

- Using population health management techniques.
- Improving access to services, for example via the Wellness on Wheels Bus and the introduction of our Health and Care Wellbeing Hubs.
- Collaborating through our place boards and local health and wellbeing partnerships to improve access to and the quality of healthcare, as well as to address the wider determinants of health.
- Establishing a Patients and Communities Committee, whose remit includes examining how the ICB is reducing health inequalities.

Our collective work as a system is helping us to deliver the measures in the NHS Long Term Plan, the five priority actions to address inequalities that were identified as part of the health service's response to the pandemic and our work to deliver Core20PLUS5.

2.1.5 Norfolk priority: Enabling resilient communities

Suffolk cross-cutting theme: Connected, resilient and thriving communities

The ICB is committed to supporting people to live independent healthy lives in their community for as long as possible, through promotion of self-care, early intervention, and digital technology where appropriate.

As set out above, we are using population health management techniques to provide more anticipatory care and early intervention. We are also using technology to empower people to manage their health and wellbeing better, for example by giving people greater visibility and control over their treatment and care journeys – this is a key aim of our new Digital Transformation Strategy.

Vital to creating more resilient communities is building capacity in the voluntary, community, faith and social enterprise sector. The ICB values the work of the sector and wants to work with the sector as a trusted partner. The ICB has worked with both the sector and other partners to establish the VCSE Assembly, as well as to involve colleagues from the sector in the governance of the ICB, including by having a VCSE member on the ICB Board.

Officer Contact

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

Name: Chris Williams

Tel: 01603 595857

Email: chris.williams20@nhs.net



If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.