

**07 February 2024**

**Agenda Item: 6**

## **REPORT OF THE MEDICAL DIRECTOR OF THE INTEGRATED CARE BOARD**

### **INTEGRATED CARE STRATEGY FOR NOTTINGHAM AND NOTTINGHAMSHIRE 2023 – 2027: MARCH 2024 REVIEW**

#### **Purpose of the Report**

1. The purpose of this report is to update Nottinghamshire Health and Wellbeing Board members on progress regarding delivery of the Nottingham and Nottinghamshire Integrated Care Strategy and to outline and agree an approach to reviewing the strategy and refreshing the NHS Forward Plan by March 2024.

#### **Information**

2. In line with guidance from the Department of Health and Social Care (DHSC), at its meeting on 13 March 2023, the Integrated Care Partnership (ICP) approved Nottingham and Nottinghamshire's Integrated Care Strategy. Subsequent work has focussed on implementation and refining measures to monitor the impact of the strategy to assure the ICP that the right conditions for success have been established and embedded.
3. On 06 October 2023, the ICP agreed to commence a light touch review of the Integrated Care Strategy at the end of the first year of delivery. The ICP will consider the revised strategy at their meeting on 22 March 2024.

#### **Integrated Care Strategy delivery**

4. The Nottingham and Nottinghamshire Integrated Care Strategy is being delivered by Nottingham City and Nottinghamshire County Health and Wellbeing Boards through the implementation of their Joint Local Health and Wellbeing Strategies, and by NHS partners through delivery of the NHS Joint Forward Plan.
5. For Nottinghamshire County, the Health and Wellbeing Board continues to deliver a range of workshops, COVID-19 impact assessments, Joint Strategic Needs Assessments (JSNAs), and reports to support the evidence base and implementation of the Nottinghamshire Joint Health and Wellbeing Strategy.

6. A monthly Joint Health and Wellbeing Strategy Steering Group has been set up as an 'engine room' to support joined up delivery across the three Place Based Partnerships (Bassetlaw, Mid Nottinghamshire and South Nottinghamshire) and other partner organisations. The Health and Wellbeing Board also now utilises a Joint Health and Wellbeing Strategy outcomes dashboard to inform its work and this approach will continue to evolve over the next year.
7. During this financial year, Nottinghamshire County Council has allocated approximately £1 million of additional in-year funding from public health grant reserves to strengthen impact within a range of programmes that will contribute to delivery of the Joint Health and Wellbeing Strategy. This includes increasing support for those with greatest need (such as those experiencing severe multiple disadvantage and those who are homeless), as well as for weight management, community support through Community Friendly Nottinghamshire, alcohol use, and tobacco.
8. In July 2023 a report was taken to the Nottinghamshire Health and Wellbeing Board proposing a review of the Board to support the delivery of the Joint Health and Wellbeing Strategy. Members endorsed the recommendations, agreeing that there was a timely opportunity to review how the Board delivers its responsibilities most effectively in the current health and care context. The review commenced in December 2023.
9. In May 2023 the Nottingham and Nottinghamshire Smoking and Tobacco Control Alliance launched its [smoking and tobacco control vision document and delivery plan](#). Tobacco control is a priority for both Nottingham and Nottinghamshire Health and Wellbeing Boards, and the vision document sets out a collective ambition to reduce smoking in adults across Nottingham and Nottinghamshire to 5% or lower by 2035 to create a smokefree generation. A number of task and finish groups will develop and deliver priority actions in the areas of smoking cessation; illicit tobacco; smokefree environments; and prevention for children and young people.
10. On 13 July 2023 the Integrated Care Board (ICB) approved the initial [NHS Joint Forward Plan](#) for Nottingham and Nottinghamshire. The Joint Forward Plan for the local NHS sets out the five-year response to the Integrated Care Strategy, as well as how the NHS Mandate will be delivered. As part of its development, the Joint Forward Plan was considered by the Nottingham City and Nottinghamshire County Health and Wellbeing Boards, and both confirmed that the plan would contribute to the delivery of their Health and Wellbeing Strategies.
11. Work is currently underway with NHS partners to confirm the delivery and oversight mechanisms for the lifetime of the plan and from March 2024 it will be refreshed on an annual basis.

### **Integrated Care Strategy impact**

12. Key areas of progress made in the first six months since the Integrated Care Strategy was approved include:
  - a. Supporting children and young people to have the best start in life with their health, development, education and preparation for adulthood. A recent OFSTED inspection of childrens services found that Nottingham City Council continues to make good progress against an action plan to improve its Children's Services department.

- b. Supporting frail and/or older people with underlying conditions to stay well, remain independent and avoid unnecessary admissions to hospital in the short term. Partners are working together to jointly develop the same day emergency care pathway to prevent hospital admissions and keep people at home.
  - c. Ensuring that all health and care staff understand the building blocks of health and health inequalities. Work is underway in Adult Social Care in Nottinghamshire County and Nottingham City Councils to embed strengths-based conversations and champion preventive approaches for citizens. This will help staff understand what is important to people accessing services and identify what support they feel they need to make positive changes in their life. Initial discussions are taking place to consider how Making Every Contact Count (MECC), personalisation and strength-based approaches can be coordinated across the ICP to improve outcomes for citizens that use adult social care services.
  - d. Establishing clinical priorities for the next 24 months to support children, young people and adults with the greatest needs. The clinical priorities include chronic obstructive pulmonary disease (COPD); stroke; heart failure; cancer; dementia; delirium and confusion; pneumonia; cellulitis; sepsis; falls and injuries; musculoskeletal health; maternity; children and young people; and mental health. Each will be supported by a population health management approach that includes detailed analysis and an in-depth review, with recommendations approved through different levels of clinical leadership. Improvements in care quality, effectiveness and clinical outcomes for local people will be tracked as this work progresses.
  - e. Focusing and investing in prevention priorities such as a new Integrated Wellbeing Service in Nottingham City. The service has been developed to support Nottingham's citizens to receive personalised help to live healthier lives and support people living with severe multiple disadvantage.
  - f. The ICP being selected as a Scaling People Services Vanguard for the Midlands, attracting external funding to the system. This will support the ICP to test and develop a single health and care recruitment hub to better support staff.
  - g. The initial stage of the Better Care Fund (BCF) review being completed. The output will inform commissioning decisions and has identified potential areas to scale up collaborative commissioning including prevention, urgent care, mental health and children and young people.
  - h. Adding social value as major institutions in the local area. The ICP has been chosen as one of ten NHS England Pathfinders for Care Leavers. A project is underway to support 250 young people into work by January 2024.
13. A more detailed update, mapped to the Integrated Care Strategy's 14 priorities, will be presented to the ICP at its March 2024 meeting. This update will be shared with Health and Wellbeing Board members following the meeting.
14. A monitoring and evaluation framework is being developed to align with the delivery of the Joint Health and Wellbeing Strategies and NHS Joint Forward Plan. It proposes using a mixed

methods (quantitative and qualitative) approach and that will be supported by the developing Integrated Care System (ICS) outcomes framework. Governance for the framework is being confirmed and will align with existing accountability.

### Healthy Life Expectancy targets

15. At the time of approving the Nottingham and Nottinghamshire Integrated Care Strategy, the ICP agreed that the system Healthy Life Expectancy and Life Expectancy targets (HLE) should be revisited and refreshed. The ICP remain committed to progressing this work.
16. Early results are anticipated by early 2024 to support ICP discussions on setting the level of ambition for HLE. The usual measure for HLE uses surveys to assess health states and cannot be replicated locally. Analysts from the ICB and Public Health are developing alternative measures which can be monitored using local data.

### Integrated Care Strategy and NHS Joint Forward Plan refresh

17. An annual review of the Nottingham and Nottinghamshire Integrated Care Strategy and the NHS Joint Forward Plan is planned for March 2024, with NHS England publishing updated [guidance on updating the Joint Forward Plan for 2024/25](#) on 22 December 2023. There has been no further national guidance published on the Integrated Care Strategy. Key points from the NHS Joint Forward Plan guidance are:
  - a) The three principles for the development of Joint Forward Plans remain:
    - **Principle 1:** Fully aligned with the wider system partnership's ambitions.
    - **Principle 2:** Supporting subsidiarity by building on existing local strategies and plans as well as reflecting the universal NHS commitments.
    - **Principle 3:** Delivery focused, including specific objectives, trajectories and milestones as appropriate.
  - b) Systems continue to have flexibility to determine the scope and structure of the Joint Forward Plan. It is anticipated that plans will continue to reflect the priorities set out in 2023/24.
  - c) Health and Wellbeing Boards must be involved in revising the Joint Forward Plan and confirm that it continues to take proper account of the Joint Health and Wellbeing Strategies (JHWBS).
  - d) The ICB and partner trusts continue to be responsible for the development of the Joint Forward Plan. Systems are encouraged to use the Joint Forward Plan as a shared delivery plan for the Integrated Care Strategy and JHWBS.
  - e) Should there be any significant revisions to the Joint Forward Plan, there is a statutory duty for the ICB and partner trusts to consult with partners, including the ICP and NHS England.
  - f) Previous local patient and public engagement exercises and subsequent action should inform the Joint Forward Plan. ICBs and their partner trusts must include a summary of

the views expressed by anyone they have a duty to consult and explain how they have taken them into account.

18. The ICP will need to consider any changes in their wider context including new or changed policies or guidance and be transparent and inclusive about the timing of the refresh and the opportunities to be involved.
19. At the end of this first year of delivery, the ICP will review and reconfirm the Integrated Care Strategy at their 22 March 2024 meeting. Board members are invited to feedback regarding the strategic priorities by 1 March 2024 in order that their comments are reflected in the final version of the strategy.

### **Other Options Considered**

20. There is an option to not consult the Health and Wellbeing Board on the refresh of the Integrated Care Strategy, however this option was discounted because guidance states that the Integrated Care Strategy should build on and complement Joint Local Health and Wellbeing Strategies, which are a statutory responsibility of Health and Wellbeing Board.
21. There is an option to not consult the Health and Wellbeing Board on the refresh of the NHS Joint Forward Plan. However, this option was discounted because guidance requires the Health and Wellbeing Board to be involved in revising the Joint Forward Plan and to confirm that it continues to take proper account of the Nottinghamshire Joint Health and Wellbeing Strategy.

### **Reasons for Recommendations**

22. To ensure the Health and Wellbeing Board has opportunity to inform the review of the Integrated Care Strategy for Nottingham and Nottinghamshire.
23. To ensure the Health and Wellbeing Board has opportunity to inform the NHS Joint Forward Plan refresh for Nottingham and Nottinghamshire and to provide its statement of opinion as required by national guidance.

### **Statutory and Policy Implications**

24. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Financial Implications**

25. There are no direct financial implications arising from this report.
26. The Integrated Care Strategy for Nottingham and Nottinghamshire will provide system level direction for improving health outcomes and reducing health inequalities. Although no specific

funding is allocated to the delivery of the strategy it steers system level priorities for the ICS and its constituent organisations.

## **Consultation**

27. The Integrated Care Strategy has its origins in the Joint Health and Wellbeing Strategies for Nottingham and Nottinghamshire and, as such, should be seen as both complementary to, and building upon, the aims set out in those documents. As part of developing the Integrated Care Strategy, extensive listening exercises were undertaken the public, patients and stakeholders to ensure it reflected the hopes, needs and aspirations of local people and their communities. [A full engagement report](#) has been produced.

28. The Joint Forward Plan acts as the NHS delivery commitment for all NHS organisations within the Nottingham and Nottinghamshire ICS. In developing the plan, engagement took place with public, patients and stakeholders. The engagement programme built on engagement for the Integrated Care Strategy and included stakeholder meetings, presentations at existing forums, public events and a survey. In total, just under 800 individuals were involved in a range of activities, between May and June 2023. An [engagement report](#) has been produced.

## **Implications in relation to the NHS Constitution**

29. The Nottingham and Nottinghamshire Integrated Care Strategy and NHS Forward Plan have been developed in line with the NHS Constitution.

## **Implications for Residents**

30. The vision of the Integrated Care Strategy is that 'every person will enjoy their best possible health and wellbeing.' This is delivered through the four aims of the strategy (improved outcomes in population health and healthcare, tackle inequalities in outcomes, experience and access, enhance productivity and value for money and support the broader social and economic development). The strategy aims to improve the overall health and wellbeing of our local communities, reduce health inequalities, deliver a more preventative approach to health and care and deliver more integrated effective and efficient services.

## **Implications for Sustainability and the Environment**

31. One of the aims of the strategy is to support broader social and economic development. This includes developing the role of major anchor institutions across the ICS which will have a strong role in supporting local sustainability and the environment through their Green Plans.

## **RECOMMENDATIONS**

The Nottinghamshire Health and Wellbeing Board is asked to:

- 1) Provide comment regarding strategic priorities for consideration within the Integrated Care Strategy 2024 review.
- 2) Agree to delegate ongoing input from the Health and Wellbeing Board regarding the review of the Integrated Care Strategy and refresh of the NHS

Joint Forward Plan to the Chair of the Nottinghamshire Health and Wellbeing Board and Director of Public Health.

- 3) Agree to schedule a workshop in March 2024 to consider draft revisions to the NHS Joint Forward Plan and to discuss and agree an indicative statement of support for the Plan.
- 4) Agree to schedule an item at the April 2024 Health and Wellbeing Board to approve the formal statement of support for the draft revised NHS Joint Forward Plan.

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**NHS Nottingham and Nottinghamshire Integrated Care Board**

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### **Constitutional Comments (KA 26/01/24)**

32. The recommended decisions are within the remit of the Health and Wellbeing Board.

### **Financial Comments (MM 19/01/24)**

33. There are no direct financial implications arising from this report.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Nottingham and Nottinghamshire Integrated Care Strategy 2023-2027: [Integrated Care Strategy - NHS Nottingham and Nottinghamshire ICS - NHS Nottingham and Nottinghamshire ICS \(healthandcarenotts.co.uk\)](#)
- Nottingham and Nottinghamshire NHS Joint Forward Plan 2023-2027: [NHS Joint Forward Plan - NHS Nottingham and Nottinghamshire ICS - NHS Nottingham and Nottinghamshire ICS \(healthandcarenotts.co.uk\)](#)
- Department of Health and Social, Guidance on the preparation of integrated care strategies: [Guidance on the preparation of integrated care strategies - GOV.UK \(www.gov.uk\)](#)

- Nottinghamshire Health and Wellbeing Board, Nottinghamshire Joint Health and Wellbeing Strategy 2022-2026: [Nottinghamshire Joint Health and Wellbeing Strategy 2022-2026 \(healthynottinghamshire.org.uk\)](https://healthynottinghamshire.org.uk)

**Electoral Division(s) and Member(s) Affected**

- All