

Developing our SEL Integrated Care Strategy

Update for Lewisham Health and Wellbeing Board

14th December 2022

Requirements for ICSs to develop an integrated care strategy and a five-year NHS system plan



Integrated care strategy

- National requirement for each ICS to develop an integrated care strategy.
- To be overseen by our Integrated Care Partnership (bringing together health and local authority leaders).
- The strategy might cover the following:
 - Joining up and integrating care
 - Improving outcomes
 - Tackling inequalities
 - Addresses the wider determinants of health and wellbeing
- **For completion by end of 2022**



NHS System plan

- Alongside the strategy, each ICS is also required to develop a five year NHS system plan
- This will be overseen by our Integrated Care Board
- To explain how our system will meet the needs of the population, responding to the Integrated care strategy.
- To include ensuring NHS services and performance are restored following the pandemic, in line with national operational planning requirements, and that Long Term Plan commitments are met.
- **For completion by end March 2023**

Our ambitions and objectives for our integrated care strategy

Our shared ambitions for our strategy

- Our ambition is to develop a strategy that is different to what has gone before.
- We are not trying to replicate what is happening in each borough or provider in our system.
- Instead, we want our strategy to home in on a small number of major opportunities for cross-system change and deliver real impact
- We want to build on broader engagement with staff and communities on strategic priorities, including engagement in 2019.
- Finally, we want to continue developing our strategy in close dialogue with local authority, VCSE partners and our staff and communities and ensure a joint strategy across bodies in our system.

What we want our strategy to contain and do

1. Provide a vision for the future shape of health and care services in South East London;
2. Identify a small number of major priorities for cross system action, where strategic action at South East London level could deliver a step-change in health and care;
3. Establish an overall strategic approach to addressing these big priorities through SEL wide action with realistic outcomes and metrics;
4. Use this process to build our capabilities in partnership and delivering cross system change.

How we think the ICS strategy should be structured

1

SEL ICS mission statement - 'Our purpose'

Building on the four statutory purposes of an ICS*, "our mission is to help people in south east London to live the healthiest possible lives. We will do this through: i) helping people to stay healthy and well; ii) providing the right treatment when people become ill; iii) caring for people throughout the course of their lives; iv) taking targeted action to address health inequalities; and v) supporting resilient, happy communities."



2

High level ambitions for the ICS strategy - 'Our strategic vision' [in development: from engagement so far]

How we want the nature of care to change, e.g.: Preventing ill-health, particularly by taking a holistic approach to health and care and focusing on wellbeing; integrating services to achieve the best outcomes; working in true partnership with local people



3

Cross-cutting themes for the strategy - 'To take forward across SEL programmes of work' [in develop.]

Themes to take forward across all of our work including flagship programmes and in our enabler strategies. For example: 1) Improve health and care outcomes, address health inequalities; 2) Person-centred, integrated and joined-up services which are inclusive, accessible and trusted; 3) Sustainable services, a green system, and support our communities as Anchor organisations; 4) Transformation (of our workforce, our care, digital and data, estate, investment and funding mechanisms); 5) How we will deliver our ambitions, including our culture, capability and capacity.



4

What challenges or opportunities do we prioritise for system-level action over the next 5 years – 'Our strategic priorities' [in development]

A small no. of big opportunities to improve health and care as a system in the next 5 years - measurable and outcome oriented.

*1) Improve outcomes in population health and healthcare; 2) Tackle inequalities in outcomes, experience and access; 3) Enhance productivity and value for money; 4) Help the NHS support broader social and economic development

Our engagement approach

Engagement activity	Target Group	Timescales	Outputs
Face to face SEL wide engagement event	100 system leaders – SEL wide health and care leaders, VCSE leaders, Healthwatch	Second half July 2022	Input into prioritisation process
Two online events for service users and partners	Open events for all interested stakeholders	July 2022	Input into prioritisation process
Local Care Partnerships and Provider discussions	Leaders and staff in Local Care Partnerships and Providers	July – August 2022	Input into prioritisation process
First phase of online engagement	All staff and public	July – August 2022	Input into prioritisation process
Insights from engagement with seldom listened to groups	Specific communities we need to engage more closely with.	July- August and Autumn 2022	Input into prioritisation and strategy development
Strategy development workshops (online and face to face)	Leaders, staff and community members from across our system	November 2022	Input into strategy development / problem solving process
Second phase of online engagement	All staff and public	November – December 2022	Input into strategy development / problem solving
Launch events (details to be determined)	All staff and public	February – March 2023	Awareness raising and mobilisation

Our vision in summary

Our mission

Our mission is to help people in South East London to live the healthiest possible lives. We will do this through helping people to stay healthy and well, providing the right treatment when people become ill, caring for people throughout their lives, taking targeted action to address health inequalities, and supporting resilient, happy communities as well as the workforce that serves them.

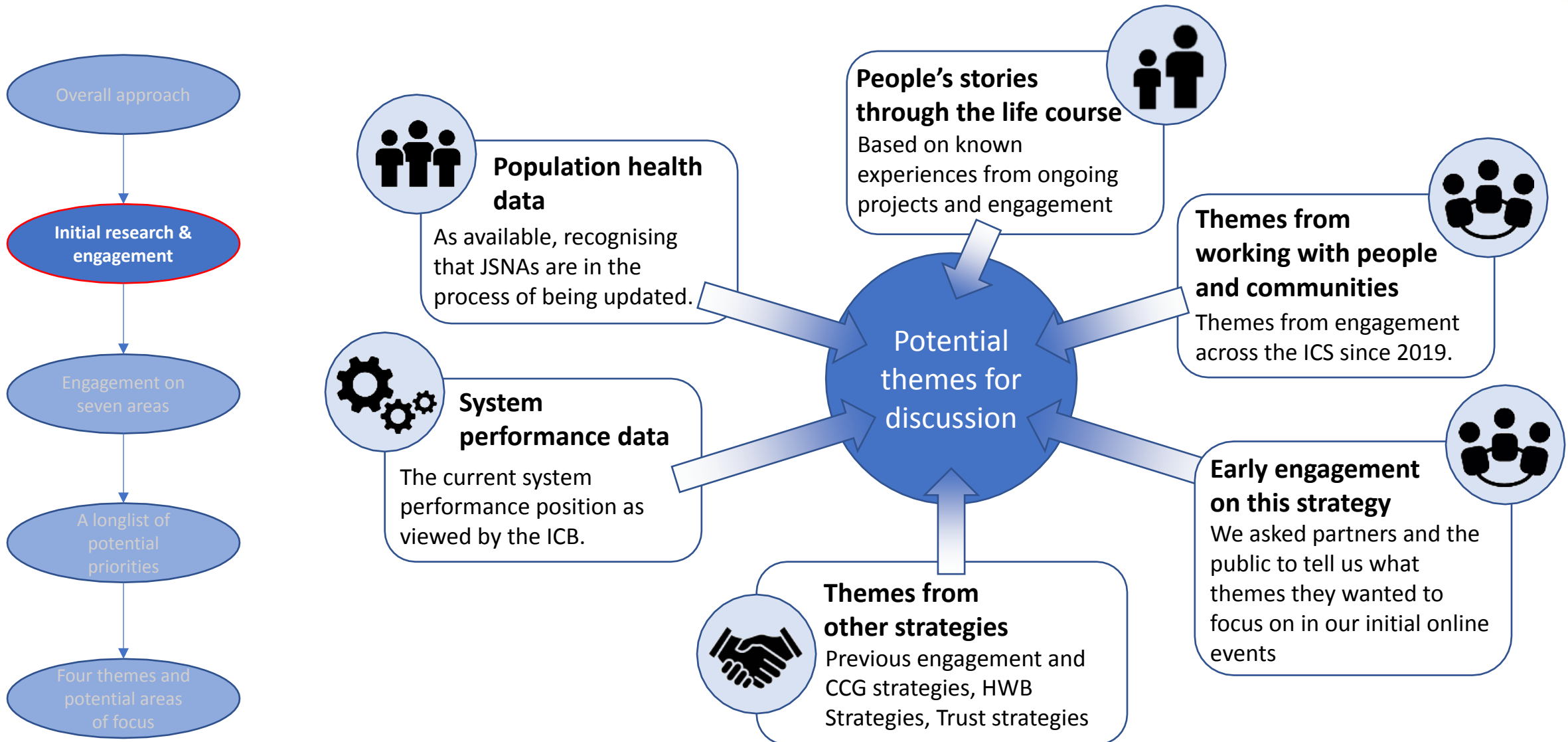
Our draft vision – in summary

1. Health and wellbeing	We want to become as good at protecting health and wellbeing as treating illness. We will need to invest in more coherent, effective and proactive preventative health services. We will need to work in partnership to create healthier environments and support healthier living.
2. Convenient care	We need to make it as easy as possible for people to interact with our services, tackle the long waiting times for some services and offer more convenient and responsive care.
3. Whole person care	We need to bring together professions and services to deliver coherent team-based care. Local people and carers should be able to rely on a single small team of staff who they know and trust to provide most of their care.
4. Improving care for all our communities	We need to target resources at those most in need to tackle gaps in access, quality of care and health outcomes for different social groups. We also need to develop more tailored and culturally appropriate services to better meet the needs of women, minorities and the most disadvantaged people in South East London.
5. Partnership with our service users	We want to build genuine partnership working between health and care professionals, communities, and service users and carers, where professionals work with service users and their carers to understand what really matters to them and support them in managing their health and care.
6. Empowering our staff	We want to encourage our staff to go out and improve services, without waiting for permission, but to do so in line with these principles: thinking in particular about how we can improve prevention, offer more convenient, whole person care, tailor services for deprived groups, and harness the power of service users and communities.

Our approach and progress so far in identifying potential strategic priorities








Our initial research and engagement to frame our discussion on potential strategic priorities



Our approach to identifying strategic priorities for cross system action

Test 1: Size of the opportunity	Would addressing this problem or pursuing this opportunity deliver substantial improvements in health and care for our communities?	For example could we significantly improve outcomes, efficiency and address inequalities?
Test 2: Need for collaboration	Is this a problem or opportunity where different parts of our system would really benefit from working together?	For example, are there substantial benefits in pooling knowledge and expertise and joint working? Do different parts of our system need to redesign care together? Do we need to build some shared infrastructure?
Test 3: Feasibility	Is it realistic to believe we could make tangible progress on this area within the next 3 to 5 years?	For example, can we envisage a strategic approach that would allow us to make significant progress? Could we find the will, capabilities and resources to implement it?
Test 4: Strategic coherence	Put together, do our selected priorities add up to coherent consistent, and coordinated approach?	For example, does one priority support another. Do they add up to more than the sum of their parts?

Our strategic priorities (subject to wording changes)

<p>Prevention & wellbeing</p> 	<p>How can we become better at preventing ill-health and helping people to live healthy lives?</p>	<p>Ensuring that everyone in south east London receives convenient and effective care to prevent disease and for early detection of disease, including children and adults from our most deprived groups.</p>
<p>Children and Young People</p> 	<p>How can we ensure that children and young people in South East London get the best possible start in life?</p>	<p>Ensuring that mothers, children and families receive effective prenatal, postnatal and early years support.</p>
<p>Children and Young People</p> 	<p>How can we ensure that children and young people in South East London get the best possible start in life?</p>	<p>Ensuring children and young people can access effective early intervention services for mental health challenges.</p>
<p>Adult mental health</p> 	<p>Ensuring that adults across South East London can access effective support to maintain good mental health and wellbeing.</p>	<p>Ensuring that adults have rapid access to a broad range of effective early intervention services for mental health challenges.</p>
<p>Primary care, long term conditions, complex needs</p> 	<p>How can we deliver convenient primary care and well-coordinated, joined up and whole person care for older people and others with long term conditions and complex needs?</p>	<p>Ensuring that people can access high quality primary care, and people with long term conditions receive high quality, joined-up and convenient care spanning the primary, community and hospital system.</p>

Strategic themes, ways of working and enablers

We have also been engaging with leaders, partners, staff and the public on cross cutting strategic themes for our strategy, including the ways of working, capabilities and enablers we will need to deliver our vision and strategic priorities.

<p>Strategic themes</p>	<ul style="list-style-type: none"> • We propose to include a set of cross-cutting strategic themes which recognise, within a SEL context, the four purposes of an ICS: improving outcomes, ensuring financial sustainability, addressing health inequalities and supporting socio-economic development. • These themes will act as a lens through which to view delivery of the priorities of our strategy and the broader set of objectives in our five-year NHS system plan.
<p>Ways of working and capabilities</p>	<ul style="list-style-type: none"> • We propose to set out at a high level how we will work together as a system on our strategic priorities to deliver substantial change. • These are likely to include: our ability to work effectively across boundaries; our innovation capability; and the activities that might take place at different levels in our system. • We will respect both the need for a degree of cross-system collaboration on our priorities and our commitment to respecting subsidiarity.
<p>Enablers</p>	<ul style="list-style-type: none"> • Separate strategies exist (or are under development) for our enabling infrastructure (e.g., data and digital, workforce and estates). • We do not propose to duplicate that work within this strategy, although we recognise that the enabler strategies will need to be refreshed in light of the Integrated Care Strategy. • For example, we need to support our workforce in playing cross-system leadership roles, leading cross-system transformation and in working in cross-system teams.

Planned next steps

- We are in the process of refining our vision and strategic priorities and develop our cross-cutting strategic themes, ways of working and enablers.
- To feed into this process, alongside in November we held two online public events and two in-person events for system leaders, and continue to meet with key stakeholders including our Health and Wellbeing Boards. We are seeking input into the framing of our strategic priorities, the ambitions and outcomes we should set ourselves and the solutions we should explore.
- We are creating an “Our Priorities” document for submission to NHSE by the end of December 2022. We plan to circulate a draft initial publication to Partnership Members for review in the second week of December.
- In parallel, groups of experts are being set up for each priority; these will include representatives from across the system, including the VCSE and Healthwatch. Taking onboard the outputs from our engagement, these groups will be asked to review the evidence and propose an overall strategic approach and outcomes for their priority. These groups will continue into Spring 2023.
- We propose to develop a more detailed strategy setting out our overall approach to delivering strategic priorities and implementation plans before the end of 2023-24.

