

FOR PUBLICATION

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IMPROVEMENT AND SCRUTINY COMMITTEE – HEALTH

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Report of Derby and Derbyshire Integrated Care Board

Integrated Care Strategy, Joint Forward Plan and Public Engagement

1. Purpose

This paper provides an overview of the health and care system's Integrated Care Strategy, the NHS's Joint Forward Plan and how public engagement has and will continue to influence delivery.

2. Information and Analysis

2.1. Definitions

Definitions for terms used in this paper are:

- **Integrated Care Strategy** – a strategy required under legislation, led by the local Integrated Care Partnership, that sets priorities for health and care integration in services. The Derby and Derbyshire Integrated Care Strategy was published in June 2023.
- **Joint Forward Plan** – a plan required under legislation, setting out the priorities of the local NHS for the next five years, including the NHS response to areas highlighted within the Integrated Care Strategy. The Derby and Derbyshire NHS's 5 Year Plan 2023/24 to 2027/28 is due to be published on 30th June 2023.

2.2. Integrated Care Strategy

The Derby and Derbyshire Integrated Care Strategy 2023 was agreed by the Derby and Derbyshire Integrated Care Partnership (ICP) on 19 April 2023 and subsequently ratified at Derby City Council's Cabinet on 15th June 2023.

The purpose of the Strategy is to set out how Local Authority, NHS, Healthwatch, and voluntary, community and social enterprise (VCSE) sector organisations will work together to improve the health of Derby and Derbyshire citizens, and further the transformative change needed to tackle system-level health and care challenges.

The Strategy will not be static. National guidance requires that Integrated Care Partnerships must consider revising the integrated care strategy whenever they receive a joint strategic needs assessment. Therefore, further versions of the Strategy will be produced and published in line with this requirement, meaning the Strategy should be regarded as a starting point for assessing and improving the integration of care.

The Strategy has been compiled in line with the NHSE and Government guidance and is designed to complement the Derby Health and Wellbeing Strategy. A range of senior colleagues from the NHS, Local Authorities, Healthwatch and the VCSE sector have been part of working groups to develop the brief, framework, and approach for the Strategy. The Strategy content recognises that the current environment is challenging, and that we cannot expect key constraints to diminish in the near future.

Four strategic aims for integrated care were approved by the Integrated Care Partnership in December 2022 and these have been pivotal to the development of the Strategy:

- Prioritise prevention and early intervention to avoid ill health and improve outcomes
- Reduce inequalities in outcomes, experience, and access
- Develop care that is strengths based and personalised
- Improve connectivity and alignment across Derby and Derbyshire, to ensure people experience joined up care, and to create a sustainable health and care system.

The Strategy aims to increase life expectancy and healthy life expectancy and reduce the inequalities experienced. This will be achieved by tackling the conditions and the drivers of the conditions that, combined, are the leading causes of early death and time spent in ill-health. The Strategy reflects the work undertaken to develop a set of priority population outcomes and key indicators (known as Turning the Curve indicators) based upon the Derby and Derbyshire Joint Strategic Needs Assessments. These focus on increasing life expectancy, increasing healthy life expectancy, and reducing inequalities. These have been key drivers for the selection of the Key Areas of Focus for the Strategy and will be key to evaluating improvements in outcomes as a result of Strategy mobilisation.

A main thrust of the Strategy is the need to focus on enabling actions that are critical to the development of high quality and sustainable integrated care and our response to the stated population health and care needs. These actions are summarised in the Strategy under enabling functions such as workforce, digital and data, and knowledge and intelligence capability, as well as broader themes including governance and system-wide organisational development.

Three Key Areas of Focus have been selected by the ICP to test in detail our strategic aims and ambitions for integrated care, in response to population health and care needs. It is important to note that the Key Areas of Focus are not framed as priorities. They are not necessarily regarded as being more important than other topics, they have been selected because;

- They offer broad scope to contribute to the achievement of the stated strategic aims for integrated care and have strong correlation to other strategies and plans
- The expected outcomes are critical to improving population health and care.
- Success will rely on the planned improvements described for the strategic enablers

The Key Areas of Focus are stated below. The aim, rationale for inclusion, key issues that need to be addressed, and suggested improvement measures for each are included in the Strategy:

- Start Well - To improve outcomes and reduce inequalities in health, social, emotional, and physical development of children in the early years (0-5) via school readiness
- Stay Well - To improve prevention and early intervention of the 3 main clinical causes of ill health and early death in the JUCD population - circulatory disease, respiratory disease and cancer
- Age Well & Die Well - To enable older people to live healthy, independent lives at their normal place of residence for as long as possible. Integrated and strength based services will prioritise health and wellbeing, help people in a crisis to remain at home where possible, and maximize a return to independence following escalations.

2.3. Joint Forward Plan

The Joint Forward Plan (JFP) is an NHS plan that will demonstrate how Joined up Care Derbyshire (JUCD) intends to arrange and/or provide NHS services to meet the physical and mental needs of its population over the next 5 years. This will include the delivery of

universal NHS commitments, addressing Integrated Care System (ICS) core purposes and meeting legal requirements. The production and publication of a JFP by Integrated Care Boards (ICBs) and their partner trusts is a statutory requirement. For 2023-24 the deadline for publication is 30 June 2023 and the 2023-24 JUCD Operational Plan is effectively the first year of the JFP, and Operational Plans for 24-25 to 27-28 will be developed following an annual review of the JFP content. Our JFP will be called the 'Derby and Derbyshire NHS' Five Year Plan 2023/24 to 2027/28'.

ICBs and their partner trusts must involve relevant Health and Wellbeing Boards (HWBs) in preparing or revising the plan. This includes sharing a draft with each relevant HWB, and consulting relevant HWB's on whether the plan takes proper account of each relevant joint local health and wellbeing strategy. The content also aligns with the Derby and Derbyshire Integrated Care Strategy, and with other JUCD plans, including those from Place and Provider Collaboratives. The plan must be reviewed and either updated or confirmed annually before the start of each financial year. This version is therefore the starting point for the Plan, and further development of the content will continue throughout 2023/24 to inform the annual update in March 2024.

In developing the case for change and in collating the improvement aims for the plan we will build out from commitments and requirements identified in existing JUCD strategies and plans, including priority improvements identified in our 23/24 Operational Plan – access, prevention and productivity are key themes to support managing our urgent and emergency care risks & recovering our elective care waiting time position. We will seek to build on what we do well – our JUCD strengths, but also examine where there is unwarranted variation between JUCD and the rest of the country, and agree opportunities to address this variation.

The content will provide high level, tangible requirements that all subsequent NHS plans will need to align with. We expect that at least some of these requirements will require significant and strategic changes to how JUCD services are commissioned and provided.

Using diagnostic statements made within the strategy, 'guiding policies' have been identified to shape and identify high-level, strategic enabling actions for the plan, in recognition of the scale of change that is required.

3. Joined Up Care Derbyshire Engagement Strategy

Both the ICS strategy and the Derby and Derbyshire NHS's 5 Year Plan 2023/24 to 2027/28 are underpinned by a comprehensive ICS Engagement Strategy – ['People and Communities Strategic Approach to Engagement 2022-23'](#) (update is planned in September 2023 following the development of our Evaluation Framework outlined below). This strategy was previously presented to the Committee in October 2022, and seeks to ensure that we:

- ❖ Put our work with people and communities at the heart of planning, priority setting and decision-making to drive system transformation work, ensuring the voices of patients, service users, communities and staff are sought out, listened to, and utilised resulting in better health and care outcomes for our population.
- ❖ Recognise that relationship building is important to increase trust and improve involvement and needs to be considered on a planned, systematic, and continuous basis, with the required investment of time. This is particularly relevant here given the difficult financial challenges we face and our plans to move an increased proportion of health budgets into prevention and early intervention. Investment in co-production will be key to this approach, ensuring we bring people and communities into the discussion rather than talking to them about the decision.

It is essential for both reasons of alignment and good practice, but also to ensure that the population's views and experiences are sought and responded to in a systematic way that

reflects their priorities, that there is a system-wide approach to public involvement. Moreover, this approach is led by the desire to develop a culture within our system that promotes decisions underpinned by patient and public insight at all times.

To ensure we develop and implement a systematic approach, our involvement of people and communities is supported by several frameworks. These frameworks are in different stages of development and co-production with system partners, including people and communities, and are outlined below:

Governance Framework	Critical to the success of all our frameworks, providing the necessary interface between people, communities and the ICS, allowing insight to feed into the system and influence decision-making.
Insight Framework	Looks at how we identify and make better use of insight that is already available in local communities to inform the work of the ICS. All components of this framework have been, or are currently being co-produced with a wide range of system partners.
Engagement Framework	The most developed of the frameworks and outlines a range of methods and tools available to all our system partners to support involvement of people and communities in transformational work.
Co-production Framework	Will embed, support and champion co-production in the culture, behaviour and relationships of the ICS, including senior leadership level. This is still in the early stages of development and will be underpinned by the other frameworks.
Evaluation Framework	It is important that we are continually examining our public involvement practice and the impact this has on our work, people and communities. It will outline how we measure and appraise our range of methods and support ongoing continuous improvement. This is in the early stages of development.

For both the ICS strategy and the NHS plan these different frameworks have been utilised during the development of both strategies and within the on-going plans as they evolve.

3.1 Insight Framework

An approach to involving people and communities in Place Partnerships has been in development since September 2021. The aim was an approach that felt different and that was community led, involving the VCSE sector. This was to ensure that Place Partnerships could claim a widely owned shared vision and purpose and ensure that the citizens voice was built into Place decision making on a continuous basis. A task group, and several different working groups have been set up to develop this approach, and Active Derbyshire (part of the VCSE) have been instrumental in driving it forward.

The aim of the work is to:

1. Put the voice and lived experience of people and communities at the heart of what we do in Place.
2. Enable local people to take action to promote good health and wellbeing in their place.
3. Promote a culture of listening, learning, and taking action on that voice together.
4. Create a long-term and continuous process, not a one-off conversation.
5. Create an approach that is seen as a 'must have' not a 'nice to have'.

A rapid learning review of community insight across Derbyshire has taken place to assist in understanding what insight is being gathered and how it is being used to inform decision making. The main findings from this were summarised to reflect the themes identified. From these themes, an 'Insight Framework', which outlines a process map for community insight has been developed to frame conversations about the development of this approach.

Community Insight: Exploring a potential process map for unstructured insight

Phase 1: Nurturing relationships with community.

Building trust with community to create a shared understanding of the purpose of insight and an environment where people want to share.

Phase 2: Enable social action.

Exploring what people want to talk about, change and influence, and understanding how they want to do this.

Phase 3: Generating insight.

Collating and recording insight using diverse range of methods that meet the needs of topics identified in phase 2.



Phase 5: Acting on insight.

Translating insight into action and sharing action with community to close insight loop.

Phase 4: Sharing insight.

Systematic flow of insight into the wider system.



To make progress, conversations have taken place or are taking place with a range of organisations and partners to convert the model into a self-assessment tool:

- Place Alliance Leads Meeting (PALM)
- Each Place Alliance
- ICB Board
- Grassroots Community
- 3D VCSE Infrastructure
- Primary Care Networks
- Integrated Place Executive
- System Insight Group
- VCSE Alliance
- Public Health
- Local Area Co-ordination
- Patient and Public Partners
- PPG Network

We will be working with those who have identified that they are involved in community engagement to ask them to complete the tool and highlight where they need help and support to develop their approach, including Place Alliances, PCNs, Partnerships such as the Derby Health Inequalities Partnership (DHIP), Healthwatch, VCSE collaborations, and grassroots community groups. Any network basically that is trying to act with their communities around health creation.

It's important to note that this work isn't about creating anything new, or duplicating any existing community engagement, it's about building on what's already out there and making it better and hopefully more joined up with on-going decision making around health and care in the ICS. It's about building on those relationships that already exist with communities and supporting community leaders to collect and use insight for the benefit of communities. Communities can be of interest, identify or geography.

4. Engagement in Integrated Care Strategy

An engagement workstream for the ICS Strategy including representation from health, local authorities, Healthwatch and the VCSE Alliance, has overseen the development of an 'Insights Document' that pulls together insights into one place from our Patient and Public Insight Library. It highlights high-level themes under the following headings - Integration, Health Inequalities, Quality/Improvement, Strengths Based/ Personalised Care and Health Protection, and Understanding Public Behaviours, Choices, and Attitudes.

The Insights Document was considered by as part of the evidence base for the selection of Key Areas of Focus, to ensure the selected areas align with already captured views of citizens and relevant system groups. Each area of focus has its own space on a digital platform developed by the JUCD System (www.derbyshireinvolvement.co.uk). The platform provides a variety of interaction options for members of the public including a question and answer facility, links to surveys, polls, provision of updated information, uploading of videos, and links to other websites. It is recognised that this approach may disadvantage digitally excluded individuals and so other methods are necessary to ensure inclusivity.

Derbyshire Dialogue is an on-line platform that was launched in September 2020, the 'Derbyshire Dialogue' was set up to start a conversation between our residents. Through this forum, our residents can discuss their experience of services, what's been helpful, what could be improved, and what matters most to them in their design and delivery. A Derbyshire Dialogue session was held on 15 February 2023 to outline the purpose and content of the Draft Integrated Care Strategy and gather comments on the content and the proposed engagement process.

Six briefing and discussion events were held in May (two per key area of focus - one day time and one evening) to introduce people to them in more detail, and to initiate discussions with VCSE and patient representative groups, and the wider public. From these sessions onwards, engagement will naturally develop to follow up on feedback from the initial engagement activities and gaps/ issues identified by attendees. More in-depth and bespoke methods of engagement will be developed in line with the needs of each Key Area of Focus and to help address gaps/ issues flagged. A working group in place to develop the key areas of focus ensuring that the frameworks from the engagement strategy will continue to underpinned the on-going development of implementing the strategy.

5. Engagement in Joint Forward Plan

For the first iteration of the plan, we have:

- Drawn together and themed insight sourced from our Patient and Public Insight Library, a recent engagement exercise relating to NHS@75, and from our system partners. This has been referenced throughout the plan.

Following the publication of the first iteration;

- The 'case for change' we will then be used to inform the next stage of involvement for our citizens, which will involve a number of the frameworks outlined above:
 - We will look to model good practice around co-production to build relationships and trust with a diverse range of people and communities to start discussions around the case for change, the key financial challenges we face, and honest conversation around how we might tackle those compelling issues that form the context for the plan, from the perspective of a citizen of Derbyshire.
 - Promote our robust governance processes to ensure that we meet our legal requirements around patient and public involvement, which is very much embedded in the ePMO, the system level programme management office which will oversee the approach to reporting on the plan.

- Apply our substantial range of methods and tools available to all our system partners to support involvement of people and communities in transformational work.

Then in the longer term;

- We will be looking to utilise the outcomes of our developing Insight Framework to support the continuous conversation that needs to take place around the plan. The Insight Framework supports the development of a democratic infrastructure within the NHS, developing/establishing and maintaining networks that will be the consistent foundation on which engagement exercises can be based.
- These wider more permanent conversations will run underneath specific engagements to ensure we are constantly monitoring community wellbeing. They will not likely have the same level of detail as specific conversations but play an important part in community trust and contact, and ultimately bolster the democratic infrastructure.
- Consistently reviewing the status quo will give us a better appreciation of our communities and leave us better placed to make longer-term decisions and plan, be forward thinking and potentially nurture public willingness to engage on specific issues in the future.

6. Reference Documents

The published versions of the Derby and Derbyshire Integrated Care Strategy and Derby and Derbyshire NHS's 5 Year Plan 2023/24 to 2027/28 can be found at the Joined Up Care Derbyshire website: www.joinedupcarederbyshire.co.uk

7. Recommendation

That the Committee:

- Receives the update on the preparation of the Integrated Care Strategy and Derby and Derbyshire NHS's 5 Year Plan 2023/24 to 2027/28, alongside the delivery of the JUCD Engagement Strategy in supporting these reports.

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