

INTEGRATED CARE PARTNERSHIP

08 February 2023

ITEM 07

Report sponsor: Helen Jones - Executive Director Adult Social Care & Health and DASS, Derbyshire County Council
Tracy Allen - Chief Executive, Derbyshire Community Health Services NHS Foundation Trust

Report author: Kate Brown - Director of Joint Commissioning & Community Development JUCD
Ian Hall – External Advisor, Arden GEM, NHS Commissioning Support Unit

Draft Derby and Derbyshire Integrated Care Strategy

Purpose

- 1.1 A draft version of the Derby and Derbyshire Integrated Care Strategy is being produced for consideration at the Integrated Care Partnership (ICP) Board on 8 February 2023. The Draft Strategy will be circulated separately as Appendix 1 to this paper in advance of the Board meeting and builds on the *Framework and approach for the development of the Derby and Derbyshire Integrated Care Strategy* considered by the Board on 7 December 2022.
- 1.2 The purpose of the Derby and Derbyshire Integrated Care Strategy is to set out how Local Authority, NHS, Healthwatch, and Voluntary Sector organisations will work together to improve the health of Derby and Derbyshire citizens, and further the transformative change needed to tackle system health and care challenges.
- 1.3 The final draft of the Strategy will be produced for consideration by the ICP Board in April 2023. The approved version will then be published in line with national guidance, with a copy provided to each partner local authority and the Integrated Care Board.
- 1.4 The Strategy will not be static, the 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. To this end the Strategy should be regarded as a start point for assessing and improving the integration of care.

Recommendation(s)

- 2.1 For the ICP Board to review and provide feedback on the content of the Draft Strategy for incorporation into the final version, which is due be considered by the ICP Board on 19 April 2023.
- 2.2 For the ICP Board to consider the role it will take in overseeing the implementation of the Strategy once it has been approved in April 2023, so that this can be reflected in the final version.

Reasons

- 3.1 To ensure the composition of the final version of the Derby and Derbyshire Integrated Care Strategy reflects the views of ICP Board members.
- 3.2 To inform the development of governance arrangements for the implementation of the Strategy.

Supporting information

- 4.1 The Draft Strategy will be circulated separately in advance of the ICP Board meeting as an Appendix to accompany this cover document.
- 4.2 The Draft Strategy has been compiled in line with the guidance available on the Gov.UK website - [Guidance on the preparation of integrated care strategies](#). The approach to addressing the legal requirements included within this guidance is summarised in the Draft Strategy.
- 4.3 The Strategy is informed by and will complement joint strategic needs assessments (JSNAs) and joint local health and wellbeing strategies. The Health and Wellbeing Boards remain responsible for producing these and will continue to have a vital role at Place.
- 4.4 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 Draft Strategy, following the update on the development of an Integrated Care Strategy provided to the ICP Board in October 2022. This broad involvement has been very helpful in testing the proposed content and whether it is framed in a way that aligns with other system strategies and plans.
- 4.5 Please see Section 5 for information on the use of existing insights arising from national and system reports and views expressed by the local public, and for proposals in relation to wider engagement on the Draft Strategy moving forward.
- 4.6 The Draft Strategy recognises that the current environment is challenging, and that we cannot expect key constraints to diminish in the near future. However it notes that there is much more that can be done within these constraints, by working differently, and that this Strategy will seek to identify how we can exploit these opportunities, building on examples of where we do things really well in Derby and Derbyshire and to understand how actions, partnerships and behaviours that have led to successful outcomes, can accelerate our plans for integrated care.
- 4.7 Four strategic aims for integrated care in Derby and Derbyshire were approved by the ICP Board in December 2022. These are 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
- 4.8 The population health and care needs of Derby and Derbyshire are a fundamental driver for the Strategy. The Draft Strategy includes a summary of Joined Up Care Derbyshire (JUCD) priority outcomes and indicators, which focus on increasing life expectancy, increasing healthy life expectancy, and reducing inequalities. These

are based upon development work within the system, our JSNAs and Health and Wellbeing Strategies and align with outcomes included in Local Authority plans. A section is also included on proposals relating to health protection arrangements.

- 4.9 A main thrust of the Draft 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 document under enabling functions such as workforce, digital and data, and population health management, as well as broader themes including governance and system-wide organisational development.
- 4.10 There are three key areas of focus proposed in the Draft Strategy that span prevention, early intervention and service delivery. They are not framed as priorities, as they are not necessarily regarded as being more important than other topics. Instead they have been chosen by senior responsible owners from across the System as ideal areas to test our strategic aims and ambitions for integrated care, in response to population health and care needs. They are categorised under the headings of Start Well, Stay Well, and Age/ Die Well:
- **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 three main clinical causes of ill health and early death in the JUCD population - Circulatory disease, respiratory disease and cancer.
 - **Age/ 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 maximise a return to independence following escalations.
- 4.11 Documents containing the three proposed key areas of focus have been shared with ICP Board members and were considered by 20 members of the Board who were able to attend a workshop held on 20 January 2023. Leads presented their proposals, and a question and answer session was held to provide members with the opportunity to raise issues and/ or suggestions for changes. The outcome of the workshop was that each of the three proposals was endorsed for inclusion in the Draft Strategy for consideration by the full ICP Board on 8 February 2023.
- 4.12 The Draft Strategy includes a section that outlines the need and intent to evaluate strategy implementation, including the impact of plan delivery for the three key areas of focus stated under 4.10. The content under this section is under development and will be updated for the final version in April 2023.

Public/stakeholder engagement

- 5.1 The methodology for developing community insight is summarised in the Draft Strategy, along with a commitment to develop standard processes to ensure that when JUCD strategies, developments and change programmes are being formulated leaders demonstrate how they have used both JUCD data on population outcomes/ indicators and insights to shape their objectives, engagement approach and expected benefits.

- 5.2 A “System Insights Group” and an “Engagement Workstream for the ICS Strategy” are in place with representation from health, local authorities, Healthwatch and the VCSE Alliance. Under the workstream an Insights document has been produced to collate high-level themes drawn from existing engagement and insights. This forms part of the JUCD insight’s library.
- 5.3 These themes and the insights included were considered by SROs and teams when they selected their key areas of focus for this Strategy under the headings - Start Well, Stay Well and Age Well.
- 5.4 Subject to the agreement of this Draft Strategy the next steps are summarised as follows:
- Present and discuss the Draft Strategy and communicate the selection of the three key areas of focus with the wider public via the Derbyshire Dialogue Forum (15 February 2023), and with local organisations and forums through a series of presentations February – March.
 - Co-produce I/ we statements with people with lived experience to help communicate the ambitions of the Strategy and the key areas of focus, ready for the final strategy in April.
 - For the three key areas of focus – Hold an initial Derbyshire Dialogue on 15 February to outline the purpose and content of the strategy, and then initiate a process of continuous engagement including the following steps:
 - Hold online engagement events for each of the 3 areas allowing leads to present information in an accessible way and invite comments about what actions are needed to achieve the ambitions set out and capture these to inform plans.
 - Support these conversations through our Online Engagement Platform, with opportunities to continue to ask questions and make suggestions.
 - Create surveys for each area to gather feedback from a wider cohort of people targeted as required.
 - Facilitate and support conversations between programme leads and local community groups who express interest in the key areas of focus, helping to ensure we do not just rely solely on people having digital access, using existing groups and forums where possible, with support from the VCSE sector.
 - Ensure feedback/ insight from these conversations is listened to, considered, and actioned through the implementation plans for the three key areas of focus.

Other options

- 6.1 Senior Responsible Owners covering the Start Well, Stay Well, and Age/ Die Well domains considered other options for inclusion as key areas of focus for the Strategy. The three proposals included in the Draft Strategy have been collated following these considerations.

Financial and value for money issues

- 7.1 There is a small cost to bringing in additional capacity to support production of the Strategy (as referenced in the paper to the ICB Board in October 2022).
- 7.2 The Strategy itself will contribute to improving outcomes and care efficiently through greater integration and aligned / pooled resources.

Legal implications

- 8.1 None known

Climate implications

- 9.1 No direct impact but planning to increase the use of shared resources may have environmental benefits.

Socio-Economic implications

- 10.1 There will be socio-economic implications of the Strategy, and these will be explored through the delivery plans. The work of the Derby/ Derbyshire Anchor Partnership will be incorporated into the design and delivery plans and the socio-economic benefits of the roles played by the VCSE sector and by carers will also be key considerations.

Other significant implications

- 11.1 Reducing inequalities and maximising inclusion health and care will be key elements within the strategy.

This report has been approved by the following people:

Role	Name	Date of sign-off
Legal	Not applicable	
Finance	Not applicable	
Lead Director - Director of Joint Commissioning & Community Development JUCD	Kate Brown	27.01.23
Sponsor - Executive Director Adult Social Care & Health and DASS, Derbyshire County Council	Helen Jones	27.01.23
Sponsor - Chief Executive, Derbyshire Community Health Services NHS Foundation Trust	Tracy Allen	27.01.23
Other(s)	Not applicable	

Background papers:	None
List of appendices:	Appendix 1 Draft Derby and Derbyshire Integrated Care Strategy