

INTEGRATED CARE PARTNERSHIP

ITEM 05

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Report sponsors: Andy Smith, Strategic Director of People Services, Derby City Council/ Chris Clayton, Chief Executive, NHS Derby and Derbyshire ICB / Joined Up Care Derbyshire

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Overview and Update of the Integrated Care Partnership

Purpose

- 1.1 To provide the Integrated Care Partnership (ICP) and particularly its new members with an overview of the ICP, its purpose and journey to-date.
- 1.2 To take stock and consider the purpose and ambitions of the ICP and provide the context to enable consideration of its focus and approach moving forward. This will support the ICP in reviewing and updating its Terms of Reference.

Recommendation

- 2.1 To note the update and overview of the ICP to-date.
- 2.2 To agree to hold a facilitated joint development session between the ICB and Derby and Derbyshire Health and Wellbeing Boards – on agreement by Health and Wellbeing Boards - to consider relative roles, functions and accountabilities and to maximise the opportunities the ICP presents.

Reasons

- 3.1 To ensure that all members of the ICP are aware of the role and purpose of the ICP and are familiar with its progress to-date.
- 3.2 To ensure that the ICP continues to be fit-for-purpose and maximises the expertise, relationships and resources of its constituent members to improve population health, reduce health inequalities and improve the integrated and delivery of health and care services.

Supporting information

- 4.1 The Health and Care Act 2022 set out the requirement for every area in England to have an Integrated Care System (ICS) and within this there are statutory requirements that local government and the NHS need to follow. The Health and Care Act 2022 amended the Local Government and Public Involvement in Health Act 2007 and the Health and Social Care Act 2012.
- 4.2 Effective working within an ICS requires much closer collaboration between NHS and local government partners than what had been seen in previous local health arrangements.
- 4.3 The purpose of ICSs is to bring partner organisations together to:
 - improve outcomes in population health and healthcare
 - tackle inequalities in outcomes, experience and access
 - enhance productivity and value for money
 - help the NHS support broader social and economic development.
- 4.4 Further information, including a short video, about ICSs can be found here: <https://www.england.nhs.uk/integratedcare/>
- 4.5 The Derby City Council and Derbyshire County Council local authority areas are now co-terminus with the Derby and Derbyshire ICS boundaries. The ICS builds on the relationships and planning which have been developed through Joined Up Care Derbyshire in recent years.
- 4.6 Integrated Care Systems are made up of two formal governance structures: Integrated Care Boards (ICBs) and Integrated Care Partnerships (ICPs):

Integrated Care Boards

- 4.7 ICBs bring together organisations locally to improve population health and care. ICBs are responsible for planning and delivering health services and came into effect on 1 July 2022.
- 4.8 ICBs took on the commissioning functions of the clinical commissioning groups (CCGs) and will take on some of NHS England's commissioning functions. The ICB, with its NHS Trust partners, produce a five-year plan – the Joint Forward Plan - for how NHS services will be delivered to meet local needs. The plan is updated every year.
- 4.9 ICBs have the power to commission health services or facilities that improve the physical or mental health of people for whom they have responsibility and for the prevention, diagnosis and treatment of illness.

Integrated Care Partnerships

- 4.10 ICPs are statutory joint committees between the NHS ICB and all upper-tier local authorities that fall within the ICS area. ICPs bring together a broad alliance of partners concerned with improving the care, health and wellbeing of the population.

- 4.11 ICPs have an important role within an ICS to facilitate joint action to improve health and care outcomes and experiences across the population.
- 4.12 The main statutory function of an ICP is to develop an Integrated Care Strategy to address the health, social care and public health needs of the local area.
- 4.13 ICPs are intended to be influential, driving forces within ICSs, fostering partnerships, and using their leverage to ensure ICBs and local authorities have regard to the Integrated Care Strategy. ICP strategies will be ambitious, challenging and enable all partners to integrate, innovate and deliver ever improving outcomes and experiences, drawing on the knowledge, skills and experiences of the people and communities they serveⁱ.

Health and Wellbeing Boards

- 4.14 [Guidance](#) published in November 2022 clarified the role of Health and Wellbeing Boards within this new architecture. The role of Health and Wellbeing Boards remains largely unchanged, remaining a formal statutory committee of the local authority, and continues to provide a forum where political, clinical, professional and community leaders from across the health and care system come together to improve the health and wellbeing of their local population and reduce health inequalitiesⁱⁱ.
- 4.15 Health and Wellbeing Boards are expected to continue to lead action at place level to improve people's lives and remain responsible for promoting greater integration and partnership between the NHS, public health and local government. This involves working effectively with local leaders, including place-based partnerships.

Derby and Derbyshire Integrated Care Partnership

- 4.16 The ICP was first established in shadow form in February 2022. It was formally constituted as a sub-committee of Derby City Council, Derbyshire County Council and Derby and Derbyshire ICB in November 2022 with its first formal meeting taking place in February 2023. The ICP is hosted by Derby City Council.
- 4.17 The Chairs of Derby and Derbyshire Health and Wellbeing Boards rotate Chairing responsibilities for the ICP with each chairing the ICP for three meetings before rotating. The Chair of the ICB is vice chair of the ICP.
- 4.18 During Spring 2022, the ICP undertook some development work across two workstreams:
 1. Defining the role/ remit of the ICP including links with Health and Wellbeing Boards, Place Partnerships and other local partnerships
 2. Developing the Integrated Care Strategy.

Prior to this, both Health and Wellbeing Boards also did some development work. This work by the ICP and Health and Wellbeing Boards considered the relative responsibilities of these partnerships. The outcome of this was that:

- The Health and Wellbeing Boards would aim to improve population health and reduce health inequalities at place level by focusing primarily on prevention, especially primary prevention, and the wider determinants of health.

- The ICP, working at ICS level would primarily focus on health and social care with particular consideration of secondary and tertiary prevention.

It was agreed that further work was required to tease out in more detail the distinctions in roles, particularly in relation to tackling the wider determinants of health, and how to effectively administrate the ICP and Health and Wellbeing Boards and the contribution needed to both to ensure success.

- 4.19 Strategic aims for integrated care were approved by the ICP in December 2022:
- 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.
- 4.20 The ICP has been primarily focused on discharging its statutory duty to prepare an Integrated Care Strategy. The Integrated Care Strategy must detail how the needs – identified within the local Joint Strategic Needs Assessments (JSNAs) - of the residents of its areas will be met.
- 4.21 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.
- 4.22 The 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.
- 4.23 Three Key Areas of Focus have been identified within the Strategy. These are deliberately not being framed as priorities but instead chosen to test our strategic aims and ambitions for integrated care in response to population health and care needs. If we can systematically improve the way in which we collaboratively address these challenges, the benefits will be widespread and impact beyond the three specific area.

The Key Areas of Focus of the Strategy are.

- **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.

- 4.24 The ICP considered the draft Integrated Care Strategy at its meeting on 19 April 2023 and recommended its approval to its constituent Council Cabinets. The Integrated Care Strategy was approved for publication by Derby City and Derbyshire County Councils in June 2023. The Strategy can be found here: <https://joinedupcarederbyshire.co.uk/about-us/derbyshire-integrated-care-partnership/our-strategy/>
- 4.25 In addition to the Integrated Care Strategy, the ICP receives regular updates from the ICB and Derby and Derbyshire Health and Wellbeing Boards. The ICP also considers items relating to health and care for discussion/ decision or for information. Recent items include East Midlands Ambulance Service (EMAS) Strategy and the Joint Forward Plan.
- 4.26 Now that the Integrated Care Strategy is in place, the ICP will receive updates on its implementation and particularly any risks to implementation.

Taking stock and opportunity to develop further

- 4.27 The ICP has a new Co-chair and Vice-chair, several new members, a newly agreed Integrated Care Strategy and Terms of Reference requiring review. This presents, an ideal opportunity for the ICP to take stock and consider its purpose, role and approach going forward, and how this works with, and relates to, Derby and Derbyshire Health and Wellbeing Boards and other partnership structures within the system.
- 4.28 ICPs are expected to “work, first and foremost, on the principle of statutorily equal partnership between the NHS and local government to work with and for their partners and communities...The focus of the ICP will be on building shared purpose and common aspiration across the whole system”ⁱ.
- 4.29 Guidance also describes that ICPs are dynamic, build on the assets that already exist in the community and wider system, and adapt as populations and priorities change, and relationships develop over timeⁱ.
- 4.30 The creation of ICPs was intended to present an ‘enormous opportunity’ to:
- build on existing governance structures such as Health and Wellbeing Boards and other place-based partnerships, and support newly forming structures to ensure governance and decision-making are proportionate, support subsidiarity and avoid duplication across the ICS
 - drive and enhance integrated approaches and collaborative behaviours at every level of the system, where these can improve planning, outcomes and service delivery
 - foster, structure and promote an ethos of partnership and co-production, working in partnership with communities and organisations within them
 - address health challenges that the health and care system cannot address alone, especially those that require a longer timeframe to deliver, such as tackling health inequalities and the underlying social determinants that drive poor health outcomes, including employment, reducing offending, climate change and housing

- continue working with multiagency partners to safeguard people's rights and ensure people are free from abuse or neglect and not deprived of their liberty or subject to compulsory detention or treatment without safeguards
 - develop strategies that are focused on addressing the needs and preferences of the population including specific cohorts (such as babies, children and young people; or ageing populations)ⁱ.
- 4.31 The guidance document, 'Integrated care partnership (ICP) engagement document: integrated care system (ICS) implementation' set out five guiding expectations for ICPs:
1. ICPs are a core part of ICSs, driving their direction and priorities.
 2. ICPs will be rooted in the needs of people, communities and places.
 3. ICPs create a space to develop and oversee population health strategies to improve health outcomes and experiences.
 4. ICPs will support integrated approaches and subsidiarity.
 5. ICPs should take an open and inclusive approach to strategy development and leadership, involving communities and partners to utilise local data and insights.
- 4.32 Considering the above, development work and delivery to-date, as an ICP are we:
- Confident that we are delivering on these opportunities and expectations?
 - Maximising the combined expertise and resource at our disposal to drive improvement in population health, health inequalities and delivering effective and joined up services that meet the needs and preferences of our local communities?
 - Working as effectively as we can with other partnership structures across Derby and Derbyshire, most notably Derby and Derbyshire Health and Wellbeing Boards?

If the answer to any of the above is 'no' we need to consider why.

- 4.33 We recommend exploring these questions in a development day for the members of the ICP and two Health and Wellbeing Boards. We had previously agreed a development session in June which was postponed. This session was to be facilitated by the Local Government Association. We propose this session is rescheduled as a face-to-face development session in the autumn.

Public/stakeholder engagement

- 5.1 To ensure that the ICP has a systematic and embedded approach, engagement with people and communities is supported by several frameworks. This includes the recently developed Insight Tool which provides colleagues with a framework and appropriate methodology from consultation to engagement.

Other options

- 6.1 None considered.

Financial and value for money issues

- 7.1 None directly arising from this report. A key purpose of the ICS and therefore the ICP is, however, to enhance productivity and value for money.

Legal implications

- 8.1 The Health and Care Act 2022 set out the requirement for every area in England to have an Integrated Care System (ICS) which includes the establishment of ICPs as statutory joint committees of the ICB and local authorities within the ICS area.
- 8.2 The ICP has a statutory responsibility to prepare an Integrated Care Strategy to address the health, social care and public health needs of the local area.

Climate implications

- 9.1 None directly arising from this report. It is anticipated, however, that more integrated and joined up working will support a positive climate impact.

Socio-Economic implications

- 10.1 None directly arising from this report. It is anticipated, however, that more integrated and joined up working and consideration of the wider determinants of health will support positive socio-economic impact.

Other significant implications

- 11.1 None arising.

This report has been approved by the following people:

Role	Name	Date of sign-off
Legal Finance Service Director(s) Report sponsors	Andy Smith, Strategic Director of People Services, Derby City Council Chris Clayton, Chief Executive, NHS Derby and Derbyshire ICB / Joined Up Care Derbyshire	05/07/23
Other(s)		
Background papers:	Terms of Reference Derby and Derbyshire Integrated Care Strategy 2023 - https://joinedupcarederbyshire.co.uk/about-us/derbyshire-integrated-care-partnership/our-strategy/	
List of appendices:		

ⁱ Department of Health and Social Care (2021) *Guidance - Integrated care partnership (ICP) engagement document: integrated care system (ICS) implementation*. Source: <https://www.gov.uk/government/publications/integrated-care-partnership-icp-engagement-document/integrated-care-partnership-icp-engagement-document-integrated-care-system-ics-implementation>, accessed 05/07/2023.

ⁱⁱ Department of Health and Social Care (2022) *Health and wellbeing boards – guidance*. Source: <https://www.gov.uk/government/publications/health-and-wellbeing-boards-guidance/health-and-wellbeing-boards-guidance#role-and-purpose-of-health-and-wellbeing-boards>, accessed 06/07/2023.