



Update on the development of our Integrated Care System

**Health and
Wellbeing Board
13th September 2022**

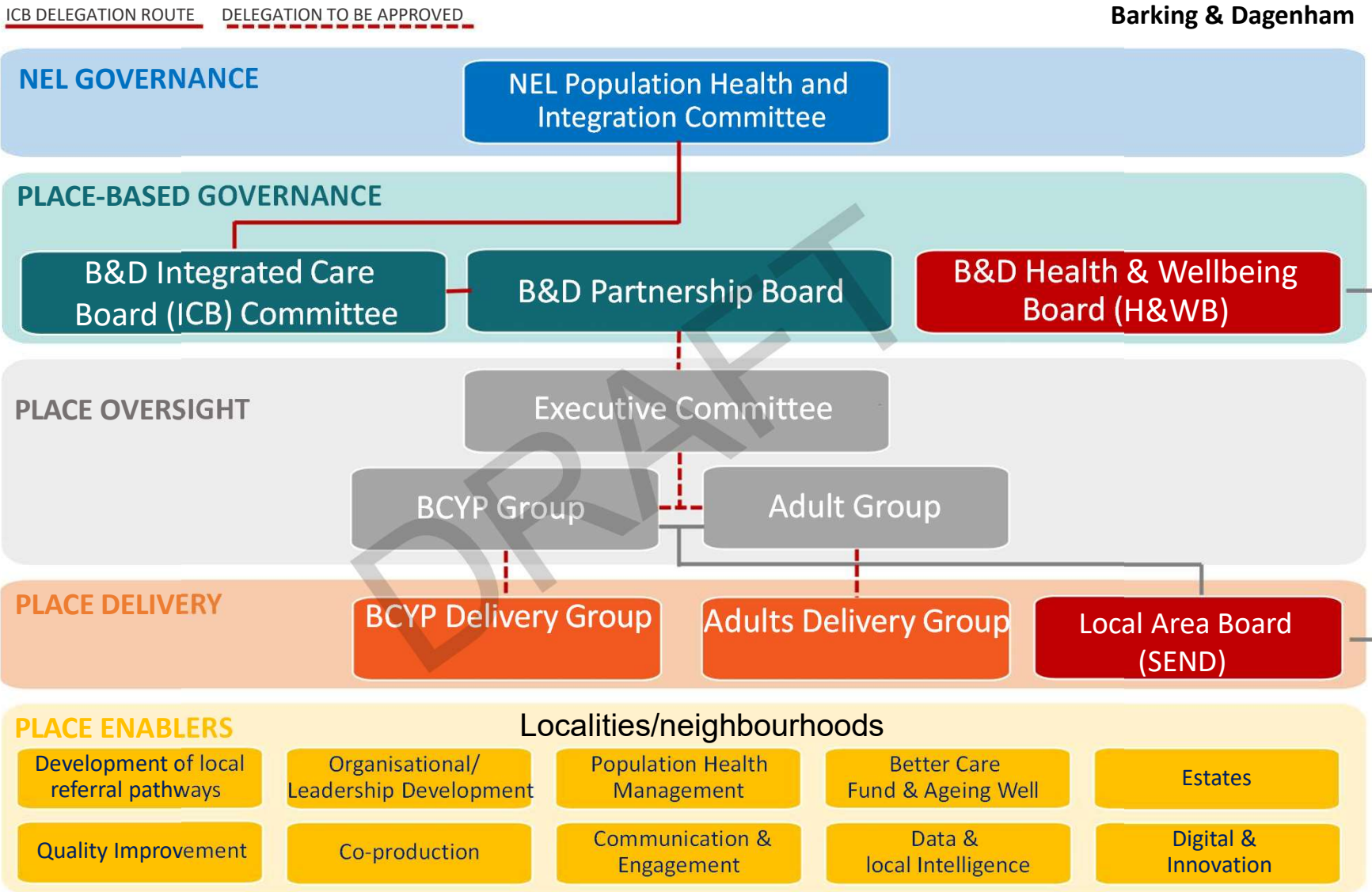
**Barking &
Dagenham**

one borough; one community; no one left behind

Key Milestones

June 2022	<ul style="list-style-type: none"> • Establishment of the ICB Subcommittee and Partnership Board agreed by the HWB (14th June 2022) • Joint Strategic Needs Assessment refresh published • Recruitment to ICB Place lead roles: <ul style="list-style-type: none"> • Clinical/Care Director • Place Leadership role • NEL Clinical and Care Professional Leadership roles <ul style="list-style-type: none"> • System lead (Director of Place) - outstanding • Clinical Director • Finance Director
July 2022	<ul style="list-style-type: none"> • ICB and Partnership Board arrangements agreed by NEL • Place Lead role agreed by NEL • 9-month shadow arrangement for the Place Based Partnership begins • Population Health Management Pilot ends • Refreshed Joint Strategic Needs Assessment published
August 2022	Development of 'Joint Partnership Office' and appointment to Borough Partnership development and support roles
December 2022	Clinical Care and Leadership Model agreed and recruited
By/on 1st April 2023	<ul style="list-style-type: none"> • Formalisation of Place Based Partnership and ICB arrangements including Subgroups to the Partnership Board for example: CYP & Adults Boards; Quality forum • Delegation of functions and budgets to ICB subcommittees • Agreement on Outcomes Framework and publication of the Health and Wellbeing Strategy and Plan at Place • Establishment of delivery functions e.g.: • Integrated Partnership Office • Executive Group • Ex CCG functions – finance, contracting etc • Agreement on the relationships with BHR TB, NEL TBs and Provider Collaboratives

OPERATING FRAMEWORK FOR PLACE - PROPOSAL



Building place teams in north east London



The place leadership team

- **Place partnership lead:** responsible for providing overall executive leadership, enabling and challenging partners to combine their expertise and resources to drive meaningful improvements to health, wellbeing, and equity;
- **Clinical or care director:** responsible for ensuring that the partnership and its plans are supported by broad clinical and care professional leadership; and
- **Director of delivery:** responsible for driving delivery of the partnership's operational and transformation priorities, as a full-time and dedicated role working on behalf of all partners.

The core place team...

A team working full-time in each place and line managed by the director of delivery, with deep local knowledge and close local relationships.

From NHS NEL:

- a senior manager to lead on planning, delivery, and partnership development, with an additional supporting manager;
- business management and administrative support; and
- additional programme and delivery support, distributed according to need.

Our aspiration is to build larger integrated core teams with colleagues from across multiple partners, where these don't yet exist.

... and the extended place team

This includes NHS NEL colleagues line managed within NEL-wide teams where place is a critical dimension to their work – so who need to spend time in that place and also feel part of an extended place team.

This matrix includes colleagues from:

commissioning and transformation teams;

- the communications and engagement teams;
- the governance team;
- the finance, performance, quality, and safety teams... and many others.

New Roles Within the System

Title and Appointed Person	Role
NEL ICB Chief Executive Officer designate- Zina Etheridge	To lead the North East London Health and Care Partnership (ICP). WJ1
Place Based Partnership Lead- Fiona Taylor , LBBD WJ0	To convene partners around a common agenda, holding overall accountability for delivery at place and ensuring full co-production with residents and service users. Accountable for the delivery of the shared plan and outcomes for the place, working with local partners (e.g., an individual with a dual role across health and care or an individual lead for a 'place board').
Place Delivery Director- Sharon Morrow (acting), NEL ICB	Senior delivery role working with and on behalf of residents, service users, and partners.
Clinical and Care Director- Dr Rami Hara	Co-ordination of clinical and care professional leadership into the place-based partnership. Facilitation of clinical and care professional engagement in support of local transformation and quality priorities and ensuring local clinical and care professional input to NEL-wide strategies.
Cllr Worby , Elected Member, LBBD Dr Shanika Sharma , PCN Director	Joint Chairs for both B&D Partnership Board and ICB Place Sub Committee
Still to be filled: <ul style="list-style-type: none"> • Integrated Partnership Office roles i.e. Head of Borough Partnerships Planning and Delivery and Borough Partnership Business Manager • NEL Clinical and Care Professional Leadership roles e.g. Primary Care Development Lead • Finance Director 	

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WJ0 Is this correct or have I confused roles?

Waithe Jess, 2022-08-11T13:38:27.912

WJ1 Is there anything else briefly to add?

Waithe Jess, 2022-08-11T13:59:24.702

Role of the HWBB – Consultation Guidance

Background

Health and Wellbeing Boards will continue to:

- provide a strong focus on establishing a sense of place
 - instil a mechanism for joint working and improving wellbeing of their local population
 - set strategic direction to improve health and wellbeing
- The **Health and Care Act 2022**, looks to enable greater integration between partners across the health (which includes physical and mental health) and social care sector. This includes collaboration between partners who can address the wider determinants of health by:
 - removing barriers to data-sharing
 - enabling joint decision-making and greater collaboration within the NHS, between trusts, and between the NHS and other systems partners – in particular local authorities
- Based on the principle of subsidiarity.
- **As leaders of place**, local authorities will have an essential role with the NHS to plan and deliver integrated care services, and have the ability to act on social, economic and environmental factors that influence people's health and wellbeing.

Role and purpose of Health and Wellbeing Boards

Health and Wellbeing Boards remain a **committee of the local authority**, and provide a forum where political, clinical, professional and community leaders from across the care and health system come together to:

- improve the health and wellbeing of their local population,
 - look to reduce health inequalities and
 - be responsible for promoting greater integration and partnership between the NHS, public health and local government.
- Decisions affecting **planning, commissioning, operational co-ordination, and the use of resources** in the health and care system will happen across a number of forums including ICPs and HWBs.
 - HWB will continue to exist as set out in **section 194 of the Health and Social Care Act 2021** (including section 75 arrangement, request for information) and will include a representative from each relevant ICB.
 - And sections **116 and 116A of the Local Government and Public Involvement in Health Act 2007** relating to JSNAs and JSNAs (ie the statutory guidance on JSNAs and JLHWBS remains unchanged).
 - HWB will continue to have responsibility for assessing the health and wellbeing needs of the area and publishing a **joint strategic needs assessment** (JSNA) and **the joint LOCAL health and wellbeing strategy** (JLHWS) which should directly inform the development of joint commissioning arrangements in the local area, and the co-ordination of NHS and local authority commissioning, including Better Care Fund plans. And develop a **Pharmaceutical Needs Assessment** (PNA) for their area
 - NHS England must also – in exercising any functions in arranging for the provision of health services in relation to the area of a responsible local authority – **have regard to the relevant JSNAs and JLHWBS**.
 - The Health and Care Act 2022 has not fundamentally changed the required **members of a HWB**, other than requiring a representative **from ICBs, rather than clinical commissioning groups (CCGs)**

Changes:

Health and Wellbeing Board role in Integrated Care Strategy (NHS NEL System wide)

- HWBs and ICPs need to work collaboratively in the preparation of the system-wide Integrated Care Strategy that will tackle those challenges that are best dealt with at a system level – for example, workforce planning or data and intelligence sharing. And be in involvement in agreeing strategic priorities
- Alongside the JLHWSs, the Integrated Care Strategy should be the set direction for the system as a whole.
- ICPs should use the insight and data held by HWBs (including JSNAs) in developing the Integrated Care Strategy, identifying where the assessed needs within the JSNA can be met by local authorities, ICBs or NHS England in exercising their functions
- The Integrated Care Strategy is for the whole population (covering all ages) and it must, among other requirements, consider whether their needs could be met more effectively by using integration arrangements under section 75 of the National Health Service Act 2006
- When they receive the Integrated Care Strategy, HWBs must consider whether to revise their Joint Local Health and Well Being Strategy (JLHWS)
- Transitional period during 2022 – 2023 – initial strategy December 2022 (to influence the first 5 year forward plan – published by 1st April with annual refresh)

Other areas covered in guidance

- The functions and duties that previously rested with CCGs have been conferred on ICBs – therefore, HWBs will **continue the relationships and accountability they had with CCGs** with ICBs, including :
 - forward plans (formerly commissioning plans),
 - annual reports and
 - performance assessments
- The **5-year joint forward plan** produced by the ICB must have regard to the Integrated Care Strategy and must set out any steps on how the ICB proposes to implement any JLHWS priorities that relates to the ICB area.
- HWBs will receive a copy of an ICB **joint capital resource plan** outlining their planned capital resource use, in order to align local priorities, and provide consistency with strategic aims and plans
- Every ICB that is within the HWB's area will be **represented on the HWB**
- **Care Quality Commission (CQC)** reviews of integrated care systems will assess the provision of NHS care, public health and adult social care within the ICB area and produce a report. They will consider:
 - how well the ICBs, local authorities and CQC-registered providers discharge their functions in relation to the provision of care
 - the functioning of the system as a whole, which will include the role of the ICP
- If ICPs and HWB are geographically coterminous – they can be brought together

Development of an Integrated Care Strategy

- The Health and Care Act 2022 requires ICPs to write an integrated care strategy to set out how the assessed needs (from the JSNAs) can be met through the exercise of the functions of the integrated care board, partner local authorities or NHS England (NHSE).
- Guidance was published on 29th July 2022 for integrated care partnerships on the preparation of integrated care strategies.
- The integrated care strategy should:
 - set the direction of the system across the area of the integrated care board and integrated care partnership, setting out how commissioners in the NHS and local authorities, working with providers and other partners, can deliver more joined-up, preventative, and person-centred care for their whole population, across the course of their life.
 - Provide an opportunity to work with a wide range of people, communities and organisations to develop evidence-based system-wide priorities that will improve the public's health and wellbeing and reduce health inequalities.
- Integrated care partnerships should ensure that the integrated care strategy facilitates subsidiarity in decision making, ensuring that it only addresses priorities that are best managed at system-level, and not replace or supersede the priorities that are best done locally through the joint local health and wellbeing strategies.
- The Care Quality Commission's reviews will assess how the integrated care strategy is used to inform the commissioning and provision of quality and safe services across all partners, within the integrated care system, and that this is a credible strategy for its population
- The guidance will be reviewed by June 2023

<https://www.gov.uk/government/publications/guidance-on-the-preparation-of-integrated-care-strategies/guidance-on-the-preparation-of-integrated-care-strategies>