

Integrated care in Norfolk and Waveney

Health and care services in Norfolk and Waveney have been working together closely over the past few years to improve services and provide more joined up care for local people. In December 2020, we were formally designated as an Integrated Care System (ICS).

In Norfolk and Waveney, we have already achieved a lot by working in partnership; this has been strengthened through our response to the COVID-19 pandemic. These changes have been made possible by different organisations – NHS hospitals, GPs, mental health and community health services, local councils, care homes and social workers, voluntary and community organisations and others – joining forces to agree and plan for local people's needs.

From July 2022, as a result of the new Health and Care Act, the Norfolk and Waveney ICS will have legal status and will include a statutory Integrated Care Partnership (ICP), and a new NHS body called NHS Norfolk and Waveney Integrated Care Board (ICB).

This is a new and exciting way of working, creating a genuine partnership that will make a positive difference to local people and help join up health and social care. This is the culmination of many years of effort to build partnership working across the NHS, local authorities, the third sector and patient groups.

We've already made significant progress in Norfolk and Waveney over the last few years to improve care and provide more joined up services. The move to more integrated care gives us the opportunity to work even more closely with local people and communities. Working together in partnership we can really help improve the health and wellbeing of people in Norfolk and Waveney and support our brilliant front-line staff.

Find out how integrated care is changing to better meet people's needs by [watching this video from NHS England](#).

More information about ICSs, how they work, the benefits they bring and how this will work in Norfolk and Waveney is described below.

What is integrated care?

Integrated care is about giving people the support they need, joined up across local councils, the NHS, and other partners including social care providers, voluntary and community groups, social enterprises, charities and local communities. Integrated care involves partnerships of organisations that come together to plan and deliver joined up health and care services to improve the lives of people in their area.

What is an Integrated Care System (ICS)?

An Integrated Care System (ICS) brings together NHS organisations, councils, and wider partners in a defined geographical area to deliver more joined up approaches to improving health and care outcomes.

All Integrated Care Systems in England will work to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- supporting broader social and economic development

ICSs remove barriers between organisations to deliver better, more joined up care for local communities. ICS partners share a common vision to improve health and care, backed by robust operational and financial plans, collective leadership and accountability.

ICSs have the potential to drive improvements in population health and tackle health inequalities by reaching beyond the NHS to work alongside local authorities and other partners to address social and economic determinants of health.

What are the benefits?

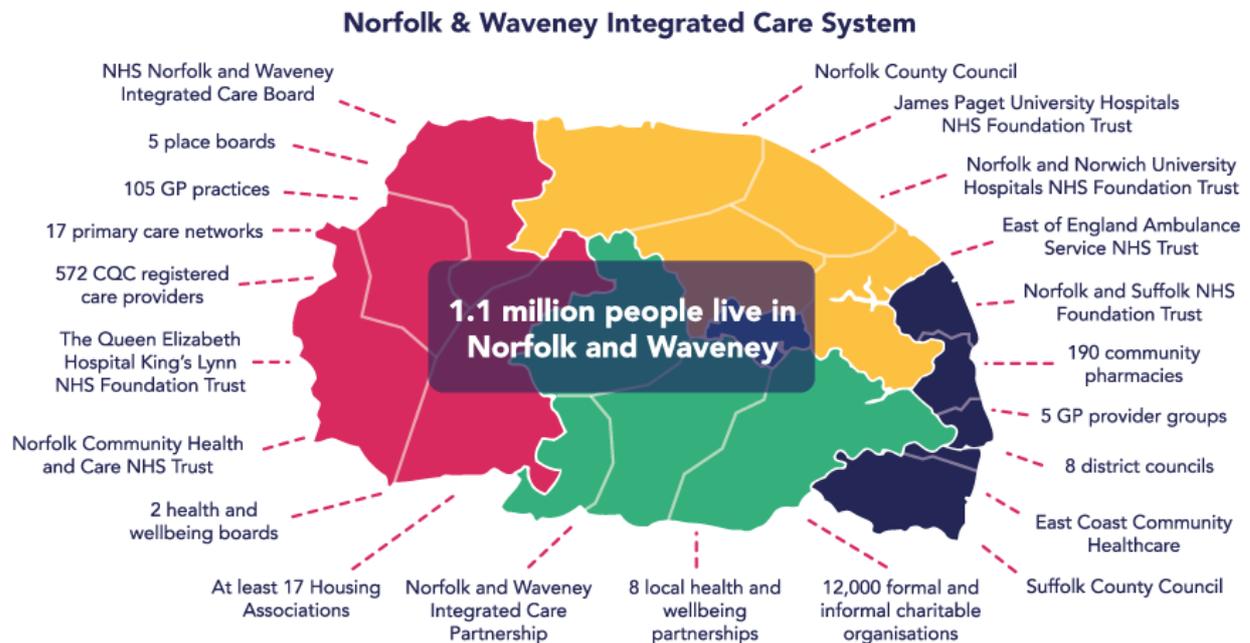
Collaborating as ICSs will help health and care organisations tackle complex challenges, including:

- improving the health of children and young people
- supporting people to stay well and independent
- acting sooner to help those with preventable conditions
- supporting those with long-term conditions or mental health issues
- caring for those with multiple needs as our population ages
- getting the best from collective resources so people get care as quickly as possible
- Tackling waiting lists for surgery and care following the COVID-19 pandemic

Norfolk and Waveney Integrated Care System

The Norfolk and Waveney Integrated Care System is made-up of a wide range of partner organisations, working together – with staff, patients, their carers, families, and members of the public – to transform local services to help people lead longer, healthier and happier lives.

Our Integrated Care System will include:



As a partnership, we want to create a health and care system that values the role of the local community, as well as organisations, and enables people to take more control of their health and wellbeing, with easy access to high-quality care when it's needed.

Over and above everything else we want to achieve, we've set ourselves three goals:

1. To make sure that people can live as healthy a life as possible.

This means preventing avoidable illness and tackling the root causes of poor health. We know the health and wellbeing of people living in some parts of Norfolk and Waveney is significantly poorer – how healthy you are should not depend on where you live. This is something we must change.

2. To make sure that you only have to tell your story once.

Too often people have to explain to different health and care professionals what has happened in their lives, why they need help, the health conditions they have and which medication they are on. Services have to work better together.

3. To make Norfolk and Waveney the best place to work in health and care.

Having the best staff, and supporting them to work well together, will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

Like all Integrated Care Systems in England, we will work to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- supporting broader social and economic development.

Our ICS will be made up of lots of different parts, including:

- Integrated Care Board
- Integrated Care Partnership
- Provider collaboratives
- Place-based partnerships
- Local health and wellbeing partnerships
- 17 Primary Care Networks

What is an NHS Integrated Care Board (ICB)?

NHS Integrated Care Boards (ICBs) will be new statutory organisations bringing the NHS and partners together locally to improve population health and care.

The current functions of NHS Norfolk and Waveney Clinical Commissioning Group (CCG) will be transferred to NHS Norfolk and Waveney Integrated Care Board on 1 July 2022, following the CCG's closure. As well as taking on the existing responsibilities of NHS Norfolk and Waveney CCG, the new ICB will be accountable for the performance and finances of the NHS across Norfolk and Waveney - a total budget of £2 billion a year.

Known as NHS Norfolk and Waveney, the organisation will have a very different role to the existing CCG – helping to bring organisations together, working together, removing traditional barriers and more. The organisation will be part of the Norfolk and Waveney Integrated Care System, working with partners in local government, the voluntary sector and others and helping the NHS to support broader social and economic development and tackle inequalities in health outcomes.

To read more about new appointments and membership of NHS Norfolk and Waveney ICB Board [click here](#).

What is an Integrated Care Partnership (ICP)?

Integrated Care Partnerships are a broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population.

An Integrated Care Partnership (ICP) for Norfolk and Waveney will also be established on 1 July as a formal alliance of partners with a role in improving the health and wellbeing of our residents. Together the ICP will be responsible for agreeing an integrated care strategy for improving the health care, social care and public health across the whole of Norfolk and Waveney.

The Norfolk and Waveney ICP will bring together the NHS, local government, the voluntary, community and social enterprise (VCSE) sector and other partners to focus on prevention, wider social and economic factors affecting people's health and reducing health inequalities.

The ICP will have the same membership as the Norfolk Health and Wellbeing Board, which sets Norfolk's joint health and wellbeing strategy and includes members covering Waveney, including from East Suffolk Council and Suffolk County Council. To avoid duplication, the different bodies will have streamlined meeting arrangements.

Find out more about our local health and wellbeing boards here:

- [Norfolk Health and Wellbeing Board](#)
- [Suffolk Health and Wellbeing Board](#)

What is a provider collaborative?

Provider collaboratives bring NHS providers together across one or more ICSs, working with clinical networks, alliances and other partners, to benefit from working at scale.

Provider collaboratives aim to:

- reduce unwarranted variation and inequality in health outcomes, access to services and experience;
- improve resilience by, for example, providing mutual aid;
- ensure that specialisation and consolidation occur where this will provide better outcomes and value.

Provider collaboratives work across a range of programmes and represent just one way that providers collaborate to plan, deliver and transform services. Collaboratives may support the work of other collaborations, including clinical networks, Cancer Alliances and clinical support service networks.

In Norfolk and Waveney all local providers are in a good position working towards these expectations, with the overarching aim being to enable the very best health outcomes for the population, equitably for all.

What is a place board?

As Integrated Care Systems have developed, it has been clear that much of the work to join-up delivery and planning of care needs to take place locally. This is because it requires more local and detailed knowledge about our different communities, as well as strong relationships between those providing care on the ground.

As a result, in Norfolk and Waveney we will have five Place Boards that will bring together colleagues from health and social care to integrate services in their area, with a focus on effective operational delivery and improving people's care.

What is a health and wellbeing partnership?

We will also have eight health and wellbeing partnerships, which will bring together colleagues from county and district councils, health services, wider voluntary, community and social enterprise sector organisations and other partners. They will focus on the local population's health and wellbeing by addressing the wider determinants of health, such as housing and employment, in order to avoid health crises.

The partnerships will be based on the areas covered by our local district, borough and city councils (although the partnership for Waveney will only cover part of the East Suffolk Council area).

What is a Primary Care Network?

Primary care networks (PCNs) are groups of GP practices working closely together with other community, mental health and social care staff to improve services for local people.

PCNs are responsible for delivering joined up health and care services through multi-professional teams to patients in the community. The aim is to improve care and health for the population, to help people stay safe and well at home and make primary care more resilient. Using data on the health of their local population, they work together to design and provide services to meet the health and care needs of people living there. Patients remain registered with their own GP practice, but working as part of a network enables GP practices in Norfolk and Waveney to share expertise and resources.

You can read the full primary care network briefing [here](#).