

Norfolk and Waveney Integrated Care System update

Briefing pack for stakeholders

May 2022



Welcome and Introduction

- Lots of work is taking place as we work towards the 1 July 2022
- 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, primary, community and mental health services, councils, care homes, commissioners, voluntary and community organisations, Housing Associations and others – **joining forces to agree and plan for local people’s needs.**
- From 1 July 2022, the **Norfolk and Waveney ICS** will include a statutory **Integrated Care Partnership (ICP)**, and a new statutory NHS body called **Norfolk and Waveney Integrated Care Board (ICB)**. Royal Assent was given for the Health and Care Bill on 28 April 2022.
- 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 integrated care gives us the opportunity to **really make a difference for our residents and communities.** Working together in partnership we can deliver huge benefits to the health and care system and will **improve the health and wellbeing of Norfolk and Waveney’s residents.**



Tracey Bleakley – Chief Executive Officer-designate

Rt Hon Patricia Hewitt, Chair-designate
NHS Norfolk & Waveney Integrated Care Board
Chair, Norfolk and Waveney Integrated Care System

Latest system wide key messages

- 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 enterprise sector and charities. 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
- NHS organisations, local councils and other partners have increasingly been working together as ICSs since 2018 - the whole of England is now covered by 42 ICSs, Norfolk and Waveney is one of these
- ICSs will be responsible for how health and care is planned, paid for and delivered, with decisions made by an Integrated Care Board featuring representatives from local councils, the NHS and voluntary and community organisations

- Over and above everything else we want to achieve, locally, we've **set ourselves three goals:**
- **1.** To make sure that people can live as healthy a life as possible – preventing avoidable illness and tackling the root causes of poor health
- **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.

Days to launch and key milestones

- **45** days until 1 July 2022
- **29 and 30 June** – awareness raising and build up to launch at Norfolk show
- **1 July 2022** – first official Board meeting of NHS Norfolk and Waveney Integrated Care Board
- **1 July 2022** – new Norfolk and Waveney Integrated Care System website launches
- **1 July 2022** – full launch of Norfolk and Waveney Clinical Strategy
- **21 July 2022** – first meeting of the Norfolk and Waveney Integrated Care Partnership
- **2022-23** – Integrated Care Strategy will be drafted and produced by the Integrated Care Partnership
- **2022-23** – Five year operational plan developed during 2022-23 ready for 2023-24

NHS Norfolk and Waveney Integrated Care Board update

- Integrated Care Boards (ICBs) will be new statutory organisations bringing the NHS and partners together locally to improve population health and care. The Integrated Care Board will be responsible for the day-to-day running of the NHS in Norfolk and Waveney, including planning and buying healthcare services.
- The current functions of NHS Norfolk and Waveney Clinical Commissioning Group (CCG) will be transferred to NHS Norfolk and Waveney Integrated Care Board by July 2022, following their closure.
- The ICB will have a very different role to the existing CCG – helping to bring organisations together, working together, removing traditional barriers and more.

Latest Board level appointments



Hein Van Den Wildenberg
Non-Executive Member
Chair of the Finance
Committee



Cathy Armour
Non-Executive Member
Chair of the Remuneration
People and Culture



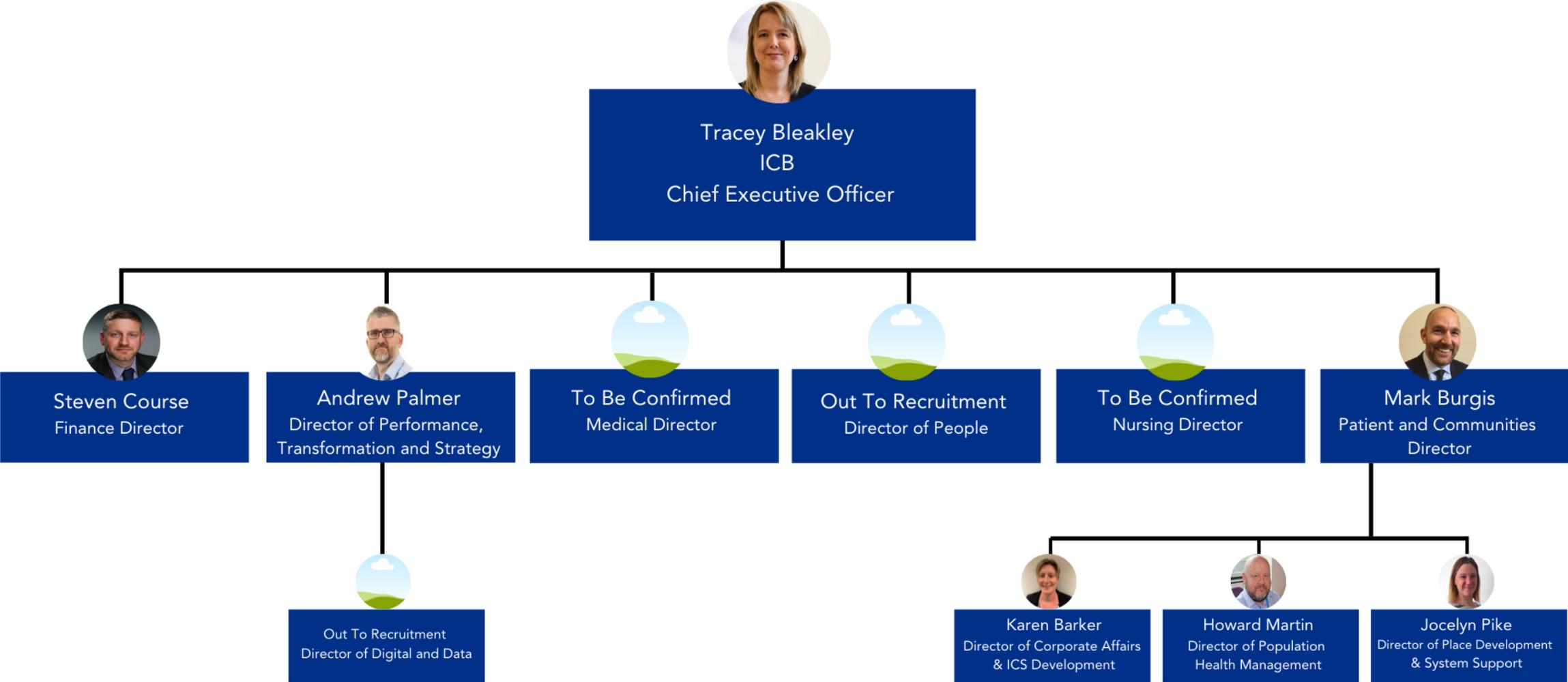
David Holt
Non-Executive Member
Chair of the Audit and Risk
Committee



Steven Course
Director of Finance-
designate

NHS Norfolk and Waveney Integrated Care Board

Executive team structure



Integrated Care Partnership update

The Integrated Care Partnership (ICP) is a statutory committee of both the NHS and Norfolk and Suffolk County Councils.

The ICP is responsible for developing an integrated care strategy for the Norfolk and Waveney ICS.

Given the cross-over of statutory duties, priorities, membership and scope, it has been agreed that we will bring together the Norfolk and Waveney ICP and the existing Norfolk Health and Wellbeing Board meetings with a common membership – this will now include representation from key organisations across Waveney.

The ICP met in ‘shadow’ form for the first time on 28 April and discussed Governance including Terms of Reference, Principles and the Integrated Care Strategy.

A task and finish group has been established to co-ordinate the development of the Integrated Care Strategy.

The ICP will be formally established following the first meeting of the ICB on 1 July 2022.



Cllr Bill Borrett
Chair-designate
Norfolk and Waveney
Integrated Care Partnership

Primary and Community Care update

- We are continuing to shape our plans and structures to support system/strategic working where it makes sense to do things once, as well as providing a focal point for dialogue with our 105 GP practices and 17 PCNs (20 neighbourhoods) spread across five localities, to be represented at scale and to have a collective voice.
- There is already a huge amount of good work which has taken place and continues to take place between partners at PCN and locality level through the Local Delivery Groups. Our strategic primary and community care approach therefore aims to support place based developments, as well as provide a forum for localities and place to inform, shape and steer the strategic direction and development of transformational plans for integrated primary and community care across Norfolk and Waveney.
- We have re-established at system level, the Primary and Community Care Delivery Group which brings together partners to provide a forum for localities and place to inform, shape and steer the strategic direction and development of transformational plans for integrated primary and community care, However, cognisant of pressures on front line services, we are therefore working through with partners what future meaningful representation of our GP practices and PCNs looks like.
- We continue to work with our community service providers to develop capacity and we are making changes in line with feedback received from system stakeholders as part of the NHSE/I led community services review. This includes sharing learning between providers and working together to develop joint pathways and outcome measures.

Norfolk and Waveney Clinical Strategy

- The Norfolk and Waveney Clinical Strategy is based on the experiences, hopes and ideas of the people who use the NHS, the staff that work in it, and the communities that it serves.
- The strategy represents an important voice, but it is one of a number of equally important voices that include finance, strategic oversight framework improvement, digital health, estates, and the wider integration agenda.
- Developed during the response to the COVID-19 pandemic, our system's strategy outlines our clinical objectives in detail for the next five years.
- It will be launched on 1 July 2022.
- The strategy is available on the [Norfolk and Waveney Health and Care Partnership website](#).

Foreword

The Norfolk and Waveney Integrated Care System is made-up of a wide range of partner organisations, **working together to help people lead longer, healthier and happier lives**. Our Integrated Care System includes:

Our integrated system

1.1 million people live in Norfolk and Waveney

NHS Norfolk and Waveney Integrated Care Board	Norfolk County Council
5 local health and care alliances	East of England Ambulance Service NHS Trust
105 GP practices	Norfolk and Suffolk NHS Foundation Trust
17 primary care networks	190 community pharmacies
3 acute hospital trusts	5 GP provider groups
2 community health providers	8 district councils
2 health and wellbeing boards	572 CQC registered care providers
NHS Norfolk and Waveney	Suffolk County Council

Clinical objectives detail

- Foreword
- Introduction
- NW picture
- Clinical objectives
 - Whole person
 - One service
 - Waiting times
 - Improve health
 - Be reliable
 - Health inequalities

The Norfolk and Waveney Integrated Care System- Bringing all partners together to promote happier, healthier lives for the population of Norfolk and Waveney.

The Integrated Care Board (ICB)
Statutory NHS Body (replaces CCG but has wider duties.)
Responsible for NHS performance and finances across Norfolk and Waveney.

The Integrated Care Partnership (ICP) & Health and Wellbeing Board (HWB) – bringing together the NHS, Local Government, Healthwatch and other public and community sector partners, as equal partners. The ICP does not replace the HWB but will have same membership. The ICP is a statutory committee of both the NHS and Norfolk and Suffolk County Councils. Focusing on prevention, wider determinants, health inequalities and the VCSE.

5 Place Boards – Functions:

- Integrate and co-ordinate the delivery of local health services
- Delivery of local aspects of the integrated care strategy and other system strategies and plans
- Using local intelligence to plan and respond to operational challenges, including health and care performance, outcomes and quality
- Engagement with local people about their experience of health and care services

7/8 Local Health and Wellbeing Partnerships - Functions:

- Align planning and commissioning of health and wellbeing between NHS, local government, VCSE and other public sector
- Shape local implementation of the integrated care strategy and inform system strategies and plans with an overview of local delivery
- Using local intelligence, plan how to address the causes of health inequalities
- Engagement with local people about the wider issues that impact on their health and wellbeing

Place update

- As a system, we have now moved into determining the functions and what we want our Place-based arrangements to achieve.
 - Development sessions for the Health and Wellbeing Partnerships and Place Boards were held in April. They were focused on the vision and ambition for what we can achieve.
 - A recording of the Place Board Development session is available [online](#).
 - Over the coming months, we will be arranging further Place-based workshops so partners can work together on how this vision could be applied in practice. We would encourage attendance and involvement from as many individuals and organisations as possible, so we can truly make this work, together.
 - We are expecting the initial Health and Wellbeing Partnership and Place Board meetings to be scheduled by July 2022.
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Norfolk and Waveney VCSE Assembly update

Norfolk and Waveney Place Network Leads are being recruited and will be embedded within the VCSE network across Norfolk and Waveney. The Network will help to establish ways of working to deliver the following outcomes:

- Provide a **VCSE connection point at a place level** for the ICS, eg for the VCSE assembly and system VCSE led activity, and act as a conduit into Place governance.
- Support **Community engagement and co-production** to ensure our health and care services are developed in response to local need.
- Have an **explicit focus on local health priorities** and the impact of the wider determinants of health and be clear on its contribution to improve local health outcomes. The Network will actively coalesce partners around a shared agenda.
- Support a shared understanding amongst VCSE partners of the importance of a **consistency in evaluation** and evidence tools, and will work with ICS colleagues and VCSE infrastructure organisation around this key agenda.
- **Support a well connected local Social Prescribing 'ecosystem'** beyond health and care, which is informed by local need and priorities. Also allows for sharing of resource and local intelligence.
- **Gaps in service provision are identified** and network members working together, to identify shared solutions, capitalise on local assets or collaboration on investment opportunities.
- **Demonstrate an increased ability to bid for collaborative investment**, to support health inequality needs of local population.
- **Utilise available data and insight** – including sharing available trend data to inform place partners understanding of the community needs and potential gaps in services.

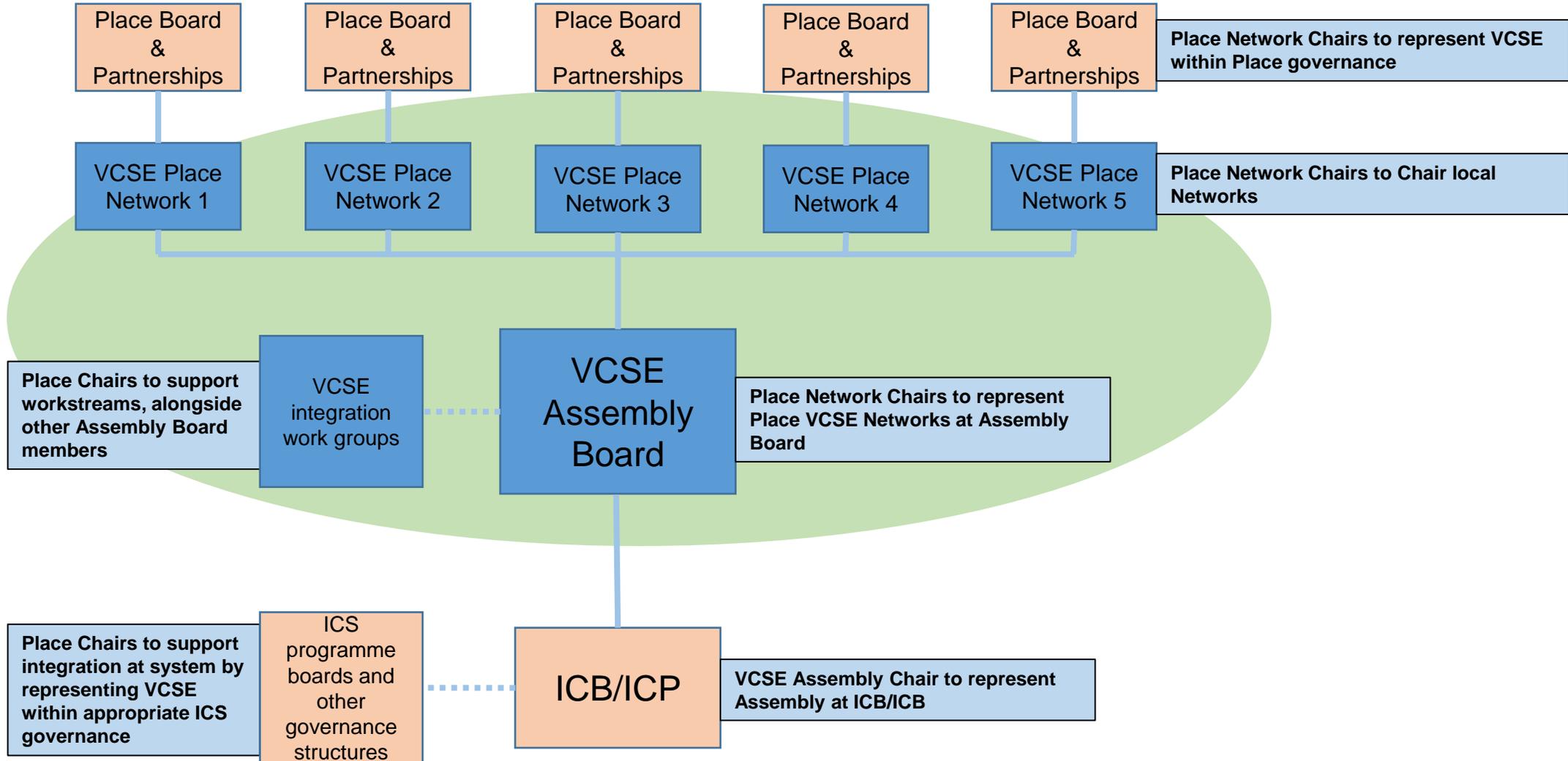
Membership

Norfolk & Waveney VCSE Assembly

Place Board:
1 x VCSE rep in addition to Place partners

Place Networks:
Network Chair
Place-based VCSE or those with interest in priorities

Assembly Board:
VCSE Assembly Chair
5 x Place Leads
3 x Thematic Forum Leads
1 x Empowering Communities rep
CAS
ICS partners



Building effective partnerships with the VCSE sector

Our ICS building blocks

Empowering Communities Partnership & CAS

Support, nurture, develop

- Grow and enable volunteering for the ICS.
- Build VCSE sector capacity & capability through practical advice, support & training.
- Advocate widely on behalf of the sector and supporting sector collaboration.
- Raise awareness of and support the sector to access funding and income sources.
- Support the sector to maximise funding to provide sustainability and resilience.
- Provide financial support to VCSE organisations seeking to grow, expand or innovate their services.
- Provide opportunities for the sector to meet & collaborate for peer to peer support, and share insights.

Norfolk and Waveney VCSE Assembly

Listen and involve

- Develop innovative engagement mechanisms to connect the sector into the ICS, focused on health inequalities and prevention - developed at system, place and neighbourhood levels of our ICS.
- Increase the influence and participation of the sector in the collaborative design and innovative delivery of health and care services within the ICS.
- Lead development of a MoU between ICS partners based on 5 priority areas of; equal partnering, sustainable resourcing, digital integration, data sharing & consistent evidence and evaluation.

Norfolk and Waveney ICS & VCSE Integration

Collaborate, co-produce & embed

- Embed the sector in ICS governance to ensure involvement in system-wide workstreams, place-based partnerships, primary care networks and provider collaboratives.
- Support sector sustainability through strategic investment and market development.
- Commit to upholding the ambitions of the MoU developed in partnership with all ICS partners.
- Lead a system-wide approach to developing and sustaining effective social prescribing.
- Collaboratively develop a new approach to health and social care VCSE commissioning.

Primary functions & responsibilities

Desired outcomes

The collective ambition is to embed effective collaboration and partnership working between all ICS partners. Closer working will support us to achieve our shared goals and priorities, and enable our ICS to harness the expertise, insight and innovation of the VCSE sector.

N&W needs a VCSE sector that is vibrant, sustainable and resilient, is seen and treated as an equal partner and fully integrated into our ICS at system, place and neighbourhood levels.

Norfolk and Waveney ICS Communications & Engagement update

- A new ICS wide website will be created, work has started to take place on this already. We are engaging with stakeholders, patients, people and communities at the moment to identify what people would want and expect to see on the new website: <https://www.smartsurvey.co.uk/s/ICS-website-initial/>
- We are working with stakeholders, partners, people and communities across Norfolk and Waveney to create a new ICS wide People and Communities approach, this will be to ensure that engagement activities, where possible are aligned, information, intelligence and feedback is available to all organisations across Norfolk and Waveney, adopting and embracing the collect once, use many times approach
- A wide range of resources and materials are currently being developed to support conversations, communications and engagement with people and communities and to promote awareness around these changes to the health and care landscape. Assets and materials being developed include a social media campaign, a communications toolkit, to include FAQs, website copy, videos, images, banners and infographics, a jargon buster and resources in other formats including easy read.
- A new engagement hub and insight bank is being created which will help the ICS work together to engage in meaningful ways, reducing duplication and speaking with people and communities in a collective voice.
- A new ICS design and brand is being finalised – this will be launched at the end of June and applied to the new ICS website and all marketing and communication materials from 1 July 2022.