

Report subject	Update on the Integrated Care System strategy and next steps for implementation
Meeting date	23rd February 2023
Status	Public report
Executive summary	This report updates Members of the Health and Wellbeing Board on the new ICS strategy (Appendix 1), published December 2022. It also identifies next steps in implementing the strategy, and how the Health and Wellbeing Board will support this through its work programme and new duties.
Recommendations	<p>It is RECOMMENDED that:</p> <ol style="list-style-type: none"> 1) Members note and support the ICS strategy as a broad framework for securing the fastest possible improvements to the health and wellbeing of residents. 2) Members agree to consider the strategy in detail at a development session to help develop its work programme, and refresh of the Joint Health and Wellbeing Strategy – focusing on priorities most relevant to the BCP Council population. 3) Members note and support the next steps in implementing the strategy, as agreed by the ICP.
Reason for recommendations	To ensure that the Health and Wellbeing Board is clear on the priorities and approach set out in the ICS strategy, and the Board's role contributing to improving outcomes for the BCP Council 'place'. To ensure that the part the board can play in improving health and wellbeing is captured as part of the refresh of its Joint Health and Wellbeing Strategy.

Portfolio Holder(s):	Councillor Jane Kelly, Portfolio holder for Communities, Health and Leisure
Corporate Director	Sam Crowe, Director of Public Health, Public Health Dorset
Contributors	
Wards	All Wards
Classification	For Recommendation

Background

1. In England 42 Integrated Care Systems formally came into existence on 1 July 2022. The legislation that was passed to create ICSs introduced a number of changes. In Dorset, there is now a single integrated care system, known as Our Dorset Health and Care System. NHS Dorset was formed as the Integrated Care Board, replacing NHS Dorset Clinical Commissioning Group.
2. A new partnership was also formed on 1 July, Dorset Health and Care Partnership. This is the Integrated Care Partnership for the local system, and brings together leaders of all of the statutory organisations, alongside representatives of primary care, the voluntary sector, education, Police, Fire and ambulance, Healthwatch Dorset and the local enterprise partnership.
3. One of the responsibilities of the ICP is to produce an integrated care strategy for the system. This short paper introduces the draft strategy – agreed by the ICP in December and submitted to NHS England in early January 2023.
4. The ICP strategy is required to have due regard to existing Joint Health and Wellbeing Strategies of the Health and Wellbeing Boards. During the strategy development process, development sessions on the strategy were held with both Boards. This included consideration of local case studies and the Joint Strategic Needs Assessment summary insights, which were used to develop the ICP strategy. There should therefore be close alignment between the ICP strategy and each HWB strategy.
5. This short report introduces the ICP's first integrated care strategy for the system, *Working Better Together*. Board members are asked to note the strategy, and support the principles within it as a broad framework to be used to guide the development of subsequent plans and strategies, including the

Integrated Care Board forward plan, and place-based plans and strategies with a view to securing improvements in health and wellbeing.

Implementing the strategy

6. The strategy was developed using three workstreams – a systems leadership engagement phase, a research phase including outputs from updated Joint Strategic Needs Assessments, and a series of depth interviews with representatives of our community, ‘100 voices’.
7. These workstreams will be used to develop a draft work programme to support the next phase of the work using a similar structure:
 - System leadership – ICP forum and its members – agree how we will work to shape the next phase of the work, including resources
 - Research – strategy oversight team – take an evidence-based approach to unpacking the strategy framework and what it means for place-based working, health and wellbeing strategies, organisation plans and strategies; development of shared outcomes framework, monitoring and evaluation
 - Engagement – ICS engagement network -- continuing to involve people in discovery and co-design of potential options and solutions to priorities identified in the strategy, though continuing to develop an engagement network.
8. The strategy was developed and written through a task and finish group, with members drawn from system organisations. This included officers with skills in research, needs assessment, policy assessment and strategy review, engagement and communications, plus the team involved in producing the Joint Strategic Needs Assessment for health and wellbeing boards. Representatives from community and voluntary sector organisations also joined, as did members of Healthwatch Dorset.
9. While this was effective at developing and overseeing production of the strategy, a review of the process has identified that it was difficult to secure regular engagement and commitment from those with more in-depth knowledge of services, especially at head of service or corporate director level. Going forwards, organisations in the ICP are being asked to nominate leads to join the implementation team.
10. The ICP also agreed the following recommendations to support next steps in strategy implementation:
 - to hold a workshop in spring 2023 to review and scope the main tasks and timelines for the next phase of the work;
 - for the ICP to appoint a senior responsible officer to lead a strategy implementation team to set out clear plans for how the strategy is delivered through the ICB forward plan, Joint Health and Wellbeing Strategies and

associated place-based plans, and organisation plans. The ICP agreed that the Director of Public Health should continue in this role;

- to seek nominations from system organisations for membership of the implementation team. As a minimum this should include members from Dorset Council, BCP Council, NHS Dorset, NHS provider organisations, primary care, voluntary sector assembly, Healthwatch Dorset.
11. As part of this strategy implementation process it would be helpful for the Health and Wellbeing Board to consider the ICP strategy in more detail at a future development session. This session should be used to identify how the ICP strategy can be used to set a clear direction on priorities for improving health and wellbeing through the Joint Health and Wellbeing Strategy for BCP Council HWB.

Summary of financial implications

12. There are no direct financial implications to note.

Summary of legal implications

13. The ICP integrated care strategy is a legal requirement of the Health and Care Act 2022.

Summary of human resources implications

14. There are no human resources implications to note.

Summary of environmental impact

15. The ICP strategy urges all partners to consider how best to ensure all future actions consider climate impacts.

Summary of public health implications

16. The ICP integrated care strategy supports early intervention and prevention approaches wherever possible to promote the greatest possible improvements in health and wellbeing for residents.

Summary of equality implications

17. There are no equality implications to note. A separate equality impact assessment process is running alongside the strategy development that will consider impacts on groups with protected characteristics.

Summary of risk assessment

18. **HAVING CONSIDERED:** the risks associated with this decision; the level of risk has been identified as:

Current Risk: LOW

Residual Risk: LOW

Background papers

Appendix 1: Working Better Together. Dorset's Integrated Care Partnership Strategy 2022/23