



BNSSG Integrated Care Partnership (ICP) Extraordinary General Meeting Agenda

Date: 16th December

Time: 10.00 – 12.00

Venue: Knowle West Media Centre, Leinster Avenue, Knowle West, Bristol, BS4 1NL

Chair: Cllr Mike Bell

No.	Agenda Item	Purpose	Start time	Duration	Lead
1	Apologies, minutes and actions from previous meeting	To Note	10.00	5 mins	Chair
2	Welcome and Introductions	Chair to Welcome attendees. Followed by round the room introduction	10.05	10 mins	Chair
3	Public Statement and Questions Deadline for Questions 5 working days and Statement submission Noon working day before	The Chair to read out answers to questions received with copies to be published on the ICPB website following the meeting	10.15	5 mins	Chair
4	Draft Integrated Care Strategy discussion	To comment and to agree the final version for publication	10.20	40 mins	Colin Bradbury Director of Strategy, Partnerships and Population
Break – 10 mins					
	Draft Integrated Care Strategy discussion continued and approval		11.10	45 mins	Colin Bradbury Director of Strategy, Partnerships and Population
5	Next agenda and AOB		11.55	5 mins	Chair

Date of next meeting: 24th February 2023

Time: 10.00-12.30

Venue: TBC



Integrated Care Partnership Board

Draft Strategic Framework

Agenda Item	4	Meeting Date	16.12.22
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Title	Integrated Care System strategy development			
Scope: System-wide or Programme?	Whole system	X	Programme area (Please specify)	
Author & role	Sebastian Habibi – Healthier Together Programme Director			
Sponsor / Director	Colin Bradbury – Director of Strategy, Partnerships and Population, BNSSG Integrated Care Board			
Presenter	Colin Bradbury			
Action required:	Approval			
Discussion/decisions at previous committees	<i>Please list below all relevant Steering Groups/Boards, along with dates and what decisions/endorsements were made)</i> Integrated Care Partnership Board: 21 July 2022, 15 September, 10 November 2022			

Purpose:

The purpose of the framework is to guide further development of Integrated Care System (ICS) strategy and system planning, and to facilitate further engagement with stakeholders in this process. This is an interim position and reflects work in progress in developing the first iteration of our ICS strategy. The framework identifies focus areas for improvement and outlines an approach to determining priorities in the next phase of work. At this stage, the framework does not set out definitive commitments on what changes we are going to make and what we are going to do first.

The framework defines four strategic objectives, based on nationally agreed aims of ICSs:

- Improve the health of the population and health and care services
- Remove inequalities in people's experience, access to care and results
- Make best use of resources, working efficiently and effectively
- Support wider social and economic development in our communities

Context:

1. Current position

The Partnership Board discussed progress in developing the ICS strategy on 10 November. A key conclusion from this discussion was that the draft strategy document for publication in December should be pitched as a strategic framework.



Drafts of the strategic framework were circulated for comment on 26 November and 2 December. In parallel we have offered ICP members 1:1s and hosted two lunchtime seminars to facilitate engagement and gather feedback on the draft document. The feedback has reinforced support for the December publication to be a framework document to reflect the interim stage that we are at in the strategy development process. The feedback has encouraged us to shorten and simplify the framework document and to cross reference supporting documents rather than to repeat the case for change.

It should be noted that, due to the process of simplifying and honing the content, many colleagues' specific and detailed points that have made within our engagement work do not directly appear in the draft version attached. The Partnership Board should be assured that this rich feedback has not been lost and will be played into the more detailed work of developing the strategy itself once the framework has been signed off.

2. Background

The strategy development process in BNSSG has been informed by listening to three voices:

- BNSSG Residents, including many ICS staff – through the *Have Your Say* engagement process
- ICS Partners and other local stakeholders – through the ICP and ICB and through the Partnership Day event that took place on 18 October
- Policymakers in local and national Government – through our review of local Health and Wellbeing Strategies and national policy and guidance

We have reviewed population health data and insights to develop a BNSSG strategic needs assessment *Our Future Health*, which identifies the population health and inequalities issues that we need to address.

In parallel, work has been progressing in our six Localities to identify strategic priorities for addressing the needs of locality populations and to define outcomes that will drive improvements at each stage of the life course.

This work has demonstrated a clear case for change and highlighted emerging priorities, including:

- Challenges of an ageing population and rising burden of preventable illness, poor mental health and associated complications
- Imperatives to address unsustainable pressures on system workforce, finance and performance, which is driving increased risk of poor outcomes and widening inequalities
- Opportunities to meet population health need more effectively and to make more efficient use of resources, through more preventative, proactive and person-centred approaches, working in partnership with communities and the VCSE sector



- Opportunities to contribute to social and economic development as a driver of improved outcomes through wider determinants of health
- Opportunities to build on the work of our Healthier Together Partnership, Health and Wellbeing Boards, Localities, Provider Collaboratives and Academic Health Science Centre

Overview of the Framework

The framework defines four strategic objectives, based on the four overarching purposes for ICSs that are defined nationally:

- Improve the health of the population and health and care services
- Remove inequalities in people's experience, access to care and results
- Make best use of resources, working efficiently and effectively
- Support wider social and economic development in our communities

The draft framework document has been circulated to the Board as Appendix 1.

Focus Areas

The framework identifies broad focus areas for improvement, which have been grouped around stages of the life course. The framework also identifies potential priorities for intervention in each of these focus areas. This is set out in Chapter 2 of the framework.

At this interim stage in the strategy development process, the framework does not make specific commitments on the order of priority for improving outcomes within these focus areas. Decisions on this will follow in 2023.

The focus areas are defined in terms of opportunities to improve the health and wellbeing of our population and therefore the sustainability of our system. The logic is that by meeting population needs more effectively we will be able to reduce growth in demand pressures and make more efficient use of our resources, which will in turn reduce risk of unsustainable demand/capacity pressures.

It should be noted that achieving our goals will also depend on collaboration in developing system enablers (e.g. workforce, digital, estates) and in delivering incremental quality improvement and operational efficiency gains.

Making decisions

The framework makes the argument for prioritisation to focus on delivering improved outcomes in a small number of areas at a time. We expect to prioritise by defining the outcomes that will address the problems we need to solve and by determining where we can have the biggest impact on these outcomes by working in partnership. This will inform decisions on order of priority and therefore what problems we will be developing strategic solutions to address first.

The framework envisages that we will make decisions through an iterative process to:

- Identify the biggest problems we need to solve
- Define the outcomes that will address the root causes of those problems



- Determine the feasibility of delivering change to achieve those outcomes
- Commit to delivering change where we believe can have the biggest impact by working in partnership

Working together

The framework outlines how we will work together to further develop and deliver the ICS strategy, including:

- Building on the work of Health and Wellbeing Boards and partner organisations
- Developing community-led partnerships in each of our six Localities
- Developing long-term partnerships with the VCSE sector

The framework also provides an overview of how the ICB will facilitate partnership working to deliver improved outcomes through four Health and Care Improvement Groups ('Improvement Groups').

3. Next Steps

We are intending to publish the strategic framework by end of December, subject to approval from the ICP Board. If the Board concludes that some minor revisions are needed to the draft then we propose to confirm approval of the final draft with the Chair, Deputy Chair and Vice Chairs.

We will use the agreed framework to inform system planning for 2023/24 and the first iteration of the ICB 5-Year Joint Forward Plan, to be published in the Spring. We will develop plans with the ICP Board for the next phase of strategy development, including plans for further stakeholder engagement and a timeline for the next publication.

Decisions required and recommendations:

That the BNSSG Integrated Care Partnership:

- 1) Comments on the draft Strategic Framework
- 2) Agrees for the final version of the Strategic Framework to be published in December 2022