

## Summary

# ICB 5-year Joint Forward Plan

North Northamptonshire Health and Wellbeing Board 20<sup>th</sup> June 2023



# Contents to update

- Overview of the Joint Forward Plan
- Our Plan on a Page
- Our priorities
  - National Priorities
  - Local Priorities
- Our Key Multiple Impact Interventions
  - Prioritisation of interventions
- Developing our approach to creating conditions for success

# Overview of 5 Year Joint Forward Plan

- Guidance published on 23<sup>rd</sup> December 2022
- We have a duty to align the ICB Plan with:
  - Integrated Partnership Strategy
  - Health and Wellbeing Boards strategies
  - Operational planning requirements
  - Partner Trust Strategies

Integrated Partnership Strategy  
10 years

ICB 5 Year Joint Forward View

Health and Wellbeing Strategies

Operational plan 2023/2024

Partner Trust Strategies

# Our Plan on a Page

## Integrated Care Northamptonshire

**Our shared  
10-year vision**

We want to work better together to make Northamptonshire a place where people are active, confident and empowered to take responsibility for good health and wellbeing, with quality integrated support and services available for them when they need help.

### Our ICS aims

Improve outcomes in population health and healthcare	Tackle inequalities in outcomes, experience and access	Enhance productivity and value for money	Help the NHS support broader social and economic development
--	--	--	--

### Our delivery focus areas

#### National priorities

- Recover our core services and productivity
- [Deliver the key ambitions of the NHS Long Term Plan](#)
- Continue transforming the NHS for the future

#### Local NHS 'Live Your Best Life' ambitions

- Best start in life
- Opportunity to be fit, well and independent
- Access to health and social care when needed

### Multiple benefit interventions

Digital	Access to services	Recovery of independence	Children and young people	End of life
---------	--------------------	--------------------------	---------------------------	-------------

### Our Approach to creating conditions for success

Integration	Improving health equity	Using data	Prevention	Quality improvement	Clinically led
-------------	-------------------------	------------	------------	---------------------	----------------

### Our delivery partnerships

Maternity and neonatal	Children and young people	Primary care	Urgent and emergency care	Elective care	Cancer care	Mental health, learning disabilities and autism	End-of-life care
------------------------	---------------------------	--------------	---------------------------	---------------	-------------	---	------------------

### Our enabling building blocks

Supporting our people	Enhancing digital	Research and innovation	Estates and environment	Communication and engagement
-----------------------	-------------------	-------------------------	-------------------------	------------------------------

# Our priorities

A short, thick grey horizontal bar positioned below the title.

## National high-level priorities

### 1. Recover our core services and productivity

- Recovery of our core services will be the focus of our 2023/24 Operational Plan. These core services are urgent and emergency care, community health services, primary care, elective care, cancer, diagnostics, maternity and neonatal services, and use of resources.

### 2. As we recover, make progress in delivering the key ambitions of the [NHS Long Term Plan](#)

- Other areas of focus are the key ambitions set out in the NHS Long Term Plan. These are mental health, people with learning disability and autistic people, embedding measures to improve health and reduce inequalities, investing in our workforce, and digital and system working.

### 3. Continue transforming the NHS for the future

- As an ICS we will continue to transform our services to meet the needs of our population and deliver a safe, sustainable health and care system through integration – better care, better outcomes = better value

# Our Local Priorities – Identified through the Outcomes Framework



**Northamptonshire**  
Integrated Care Board

Ambition	Outcomes	Our 9 ICB Outcomes metrics
<b>Best Start in Life</b>	All children grow and develop well so they are ready and equipped to start school	<ul style="list-style-type: none"> <li>Percentage of children with a good level of development at age 2-3</li> </ul>
<b>Opportunity to be fit, well and independent</b>	Children and adults are healthy and active and enjoy good mental health	<ul style="list-style-type: none"> <li>Reducing prevalence of adult overweight and obesity</li> </ul>
	People experience less ill-health and disability due to lung and heart diseases	<ul style="list-style-type: none"> <li>Reducing prevalence of adult smoking</li> <li>Reducing rate of emergency COPD admissions</li> </ul>
	Young people and adults have good mental health (Adolescent Mental Health)	<ul style="list-style-type: none"> <li>Improving self-reported wellbeing score</li> </ul>
<b>Access to health and social care when needed</b>	Services to prevent illness (e.g., health checks, screening, and vaccines) are good, easy to access and well used	<ul style="list-style-type: none"> <li>Increasing proportion cancer diagnosed stage 1/2</li> <li>Increasing Health Checks for Looked After Children and adults with Learning Disabilities and Severe Mental illness</li> </ul>
	People are supported to live at home for as long as possible and only spend time in hospital to meet medical needs	<ul style="list-style-type: none"> <li>Reducing rate of ED attendance for falls in those aged 65+</li> <li>People that return to their normal place of residence after discharge from hospital</li> </ul>

# Our Key Multiple Impact Interventions





# Our multiple impact interventions



We have decided across our system that in order to build consensus we would highlight five key priority interventions that would have the greatest and widest-ranging impact in the first two years of delivering our priorities and outcomes and addressing our biggest challenges. We recognise these ‘multiple-impact interventions’ will not answer everything, but they will create the conditions for us to develop our partnership working, prioritise and align our delivery programmes and focus on delivering improvements for our local population. Below is a summary of our five priority multiple-impact interventions. Further work is now needed with system partners to scope, evaluate and quantify the benefits of each of these interventions. As we develop our plans we will identify specific outcomes to be achieved for each intervention. We will have our delivery plans completed by the end of June 2023.

	Why is this a multiple impact intervention	What will we prioritise
Digital	Access to high quality timely data, and digital technology and innovation will have the greatest impact across all our partnership programmes and priorities to improve outcomes and reduce inequalities.	<p>During the first two years of our plan we will prioritise the delivery of;</p> <ul style="list-style-type: none"> <li>• The Northamptonshire Care Record</li> <li>• The Northamptonshire Analytical Reporting Platform</li> <li>• A single digital front door via NHS App</li> <li>• A digital skills academy and accreditation programme for our workforce</li> </ul>
Recovery of Independence	Longer lengths of stay negatively impact our financial sustainability and ability to invest in the right care in the right place for our local population. We have therefore prioritised reducing length of stay across all our bedded care as one of our high-impact interventions	<ul style="list-style-type: none"> <li>• Admission avoidance schemes</li> <li>• Optimising and integrating community/intermediate care, improved discharge co-ordination and optimising community-based pathways</li> <li>• Maximising processes and capacity for the discharge of patients requiring different levels of care across our system to meet their needs</li> <li>• Data and access to live dashboards to maximise utilisation of our bed capacity and transferring data to facilitate timely discharges</li> <li>• Longer-term strategic review of our system bed capacity</li> </ul>
Access to services	We know that accessing care and in particular same day care is challenging. Many patients present to Emergency Departments if they cannot access same day urgent care. Whilst we are developing our delivery partnerships to transform our urgent and emergency care, and services in the community including an integrated primary care offer as described in chapter 5 of the JFP, we have agreed to prioritise specifically access to services in the first two years.	<p>We will develop plans to focus on;</p> <ul style="list-style-type: none"> <li>• Review progress to date in developing our community focused model of care</li> <li>• Develop our strategy for primary care</li> <li>• Empower patients by rolling out tools they can use to manage their own health</li> <li>• Implement ‘Modern General Practice Access’</li> <li>• Build capacity in primary and community care</li> </ul>

# Our Multiple Impact Interventions (Contd)

	Why is this a multiple impact intervention	What will we prioritise
Children and young people	<p>Whilst Children and Young People remains one of our key delivery partnerships, we have prioritised two specific multiple impact interventions to all get behind and target as these will have the greatest impact on delivering our aims of improving health for all, reducing health inequalities, making best use of public funds, while also supporting the county's social and economic development.</p>	<p>Our priority interventions are;</p> <ul style="list-style-type: none"> <li>• Children's 2-3 year health checks</li> <li>• Children and young people's mental Health and wellbeing</li> </ul>
End of Life	<p>Evidence from discussions with system partners and the public identifies challenges with accessibility for patients across the county. This may be due to some services not being available county-wide or to the distance some patients and families need to travel to access services being too great. It is recognised, however, that what may be delivered at one end of Northamptonshire may not be the same at the other end.</p> <p>Our aim is to rectify our current gaps and challenges and ensure that all individuals have the best possible experience towards and at the end of their life.</p>	<ul style="list-style-type: none"> <li>• Development of a countywide 24/7 palliative and end-of-life care information hub that patients, families, carers and professionals can access for advice and connection to local health and care services</li> <li>• Commissioning and embedding of an Electronic Palliative and Care Coordination System (EPaCCS) that meets national requirements and, locally, provides access to all system partners to enable them to update patient records contemporaneously which can be seen by relevant health and care professionals.</li> <li>• Ensuring equitable bereavement services exist for all</li> </ul>

# Multi-impact interventions



**Northamptonshire**  
Integrated Care Board

Each multiple impact intervention has been mapped against our aims, national and local priorities to demonstrate where they will have the greatest impact.

	ICB 4 Aims				National priorities			3 ICP Ambitions		
	Improve outcomes in population health and healthcare	Tackle inequalities in outcomes, experience, and access	Enhance productivity and value for money	Help the NHS support broader social and economic development	Recover core services and productivity	Make progress in delivering the key ambitions in the Long Term Plan (LTP)	Continue transforming the NHS for the future	Best Start in life	Opportunity to be fit, well and independent	Access to health and social care when needed
Digital	X	X	X	X	X	X	X	X	X	X
Children and Young People	X	X	X	X	X	X		X	X	X
Recovery of independence	X	X	X		X	X	X		X	X
End of Life	X	X	X		X	X	X			X
Access to the right services at the right time	X	X	X		X	X	X	X	X	X

# Creating conditions for success

A short, solid grey horizontal bar located below the main title.

# Our approach to creating conditions for success



**Northamptonshire**  
Integrated Care Board

The following section describes how we will work collaboratively and embed our approach to addressing health inequalities, promoting prevention and driving quality improvements across all our work programs and service provision

Our approach to	Our commitment
Integration	<ul style="list-style-type: none"> <li>• We will commit to working collaboratively to use all available resources to deliver improved quality and remove unwarranted variation and improve outcomes for our local population</li> <li>• We will explore opportunities for greater integration for example; through our collaborative NHS England Innovator programme and linking into Place</li> <li>• Our We will create conditions for greater collaboration and innovation</li> </ul>
Health Inequalities	<ul style="list-style-type: none"> <li>• We will drive forward work programmes that reduce inequalities, prevent poor health and improve peoples opportunities for better health targeting local priorities including respiratory and cardiac disease</li> <li>• We will inform our work using the national Core20PLUS5. A focus on inequalities and outcomes will become a key part of all or areas of our deliver, not a stand alone priority</li> <li>• We will incorporate health inequalities within our organisations by delivery services which meet the needs of our places</li> </ul>
Using data including Population Health Management	<ul style="list-style-type: none"> <li>• We will use data analytics and intelligence to redesign innovative health and care pathways, track outcomes and support data driven decision making</li> <li>• We recognise different populations have different needs and we will use Population Health Management approaches to help identify groups of people and match them to the interventions to improve their health</li> <li>• We will strengthen our data and business intelligence function to enable access to data across the system – one source of data</li> <li>• We will understand our data better and triangulate to meet our community needs</li> </ul>
Quality Improvement	<ul style="list-style-type: none"> <li>• We will deliver our system wide quality oversight through a culture of quality improvement and collaboration</li> <li>• We will achieve system delivery of clinical priorities and improve outcomes and equality</li> <li>• We will take responsibility for continued 'business as usual' quality assurance and improvement of our local NHS services</li> <li>• We will create an open culture and learning system that's enables improvement across shared understanding of needs and issues to improve are quality outcomes</li> </ul>

# Our Delivery Partnerships



**Northamptonshire**  
Integrated Care Board

The Delivery Partnerships section in our Plan will focus on our key programme areas and interventions we intend to make, to deliver a truly integrated system of care. We will describe how we begin that journey, by setting out a vision for an integrated system of care which allows enough flexibility to take the needs of our local communities into account but, at the same time, enables us to set and meet an equitable standard of care and outcomes for those we serve.

We know that we deliver the best outcomes when people, communities, clinicians, practitioners and local teams come together to tackle a challenge, no matter the size. We must, therefore, continue to be brave, to support this evidence-based approach and enable our teams to work with our communities to reimagine service delivery at pace.

Our delivery partnerships are:

- Maternity and neonatal
- Children and young people
- Primary and community care
- Urgent and emergency care
- Elective care
- Cancer care
- Mental health, learning disabilities and autism

# Our Enabling Strategies



**Northamptonshire**  
Integrated Care Board

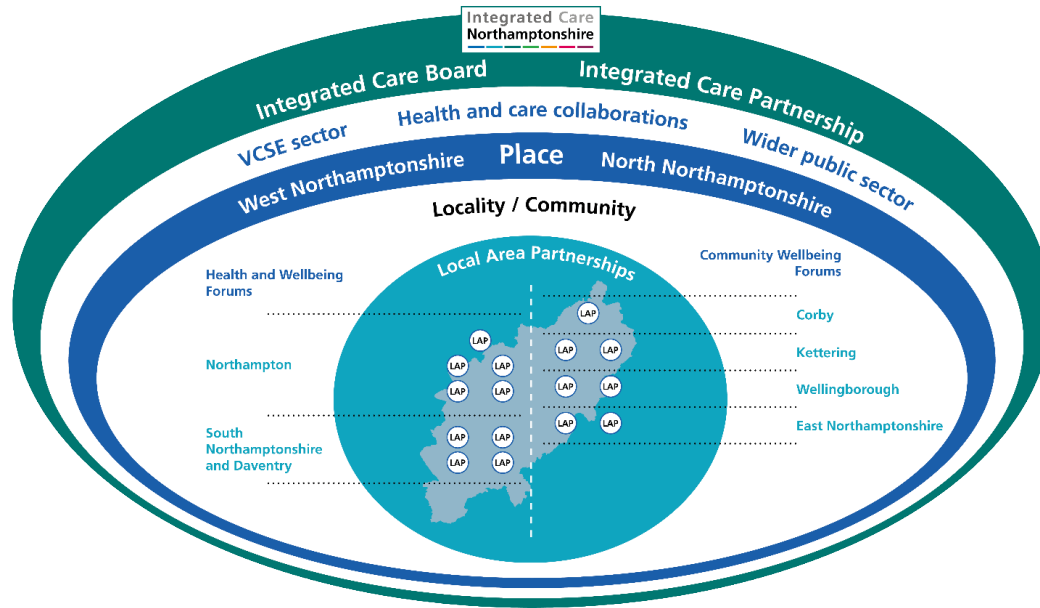
We will develop a series of enabling strategies that will provide a critical link between our overarching aims, priorities and delivery plans. These enabling strategies will be themselves ambitious in terms of objectives and associated culture change. They will provide a direction of travel that is longer term and will take time to realise.

Our enabling strategies will include:

- Supporting our People
- Enhancing Digital
- Research and Innovation
- Improving estates and the environment
- Aligned communication
- Community engagement

# Delivering our 5 Year Joint Forward Plan

To enable us to achieve our collective priorities and outcomes, we are committed to working together through our new delivery approach, summarised in the image below.



To effectively deliver our plan we will;

- Create the conditions for success as outlined above
- We will have a series of enabling strategies that will provide a critical link between our overarching aims, priorities and delivery
- We will develop delivery plans with measurable outcomes and metrics and these will be working documents which will continue to evolve and be reviewed on a regular basis
- Align delivery governance with existing governance of the ICB, to optimise our delivery execution, measure our progress, and refine our plans to best meet the needs of our population over time
- Report progress quarterly to IPR and ICB Board