

**South Yorkshire and Bassetlaw Integrated Care System
Developing SYB 5 year strategy for 2019-2024**

**SOUTH YORKSHIRE AND BASSETLAW
INTEGRATED CARE SYSTEM
HEALTH EXECUTIVE GROUP**

9 July 2019

Author(s)	Will Cleary-Gray, SYB ICS Chief Operating Officer		
Sponsor	Sir Andrew Cash, SYB ICS Chief Executive		
Is your report for Approval / Consideration / Noting			
For noting.			
Links to the STP (please tick)			
<input checked="" type="checkbox"/> Reduce inequalities	<input checked="" type="checkbox"/> Join up health and care	<input checked="" type="checkbox"/> Invest and grow primary and community care	<input checked="" type="checkbox"/> Treat the whole person, mental and physical
<input checked="" type="checkbox"/> Standardise acute hospital care	<input checked="" type="checkbox"/> Simplify urgent and emergency care	<input type="checkbox"/> Develop our workforce	<input checked="" type="checkbox"/> Use the best technology
<input checked="" type="checkbox"/> Create financial sustainability	<input checked="" type="checkbox"/> Work with patients and the public to do this		
Are there any resource implications (including Financial, Staffing etc.)?			
Not at this stage but will have implication for future investment decisions.			
Summary of key issues			
<p>In January 2019, the NHS Long-Term Plan was published which sets out the strategic direction and priorities to improve health and wellbeing, reduce health inequalities, improve health outcomes within an overall new service model and working context; building on the progress made implementing the Five Year Forward View.</p> <p>All Integrated care Systems and STPs across England are asked to develop a local five-year strategy by the autumn working in partnership with neighborhoods, places and as a whole system.</p> <p>SYB has begun steps to take forward the development of its SYB 5 Year strategic plan.</p>			
Recommendations			
<p>The South Yorkshire and Bassetlaw Integrated Care System Health Executive Group is recommended to:</p> <ul style="list-style-type: none"> • Note the approach, process, timeline and progress made to develop SYB's 5 Year Strategy for 2019-24 • Consider the draft SYB 5 Year Strategy at its next meeting in September 			

South Yorkshire and Bassetlaw Integrated Care System Health Oversight Board

Date: 27 June 2019

Subject: SYB 5 year strategy for 2019-2024

Report of: Will Cleary-Gray Chief Operating Officer

SUMMARY OF REPORT

This report provides a progress update with the approach and process of taking forward the development of South Yorkshire and Bassetlaw's response to the NHS Long Term Plan and the SYB System Strategy for 2019 – 2024.

The report covers the following areas:

- Background and strategic context
- Approach, process and timeline for developing SYB's 5 Year Strategy for 2019 – 2024
- Progress made to-date and actions already underway
- Refresh of SYB priorities in light of the NHS Long Term Plan
- Communications and engagement with partners, stakeholders and the public

KEY MESSAGES:

In January 2019, the NHS Long-Term Plan was published which sets out the strategic direction and priorities to improve health and wellbeing, reduce health inequalities, improve health outcomes within an overall new service model and working context; building on the progress made implementing the Five Year Forward View.

All Integrated care Systems and STPs across England are asked to develop a local five-year strategy by the autumn, working in partnership with neighborhoods, places and as a whole system.

PURPOSE OF THE REPORT:

For noting

RECOMMENDATIONS:

The South Yorkshire and Bassetlaw Integrated Care System Health Executive is recommended to:

- Note the approach, process, timeline and progress made to develop SYB's 5 Year Strategy for 2019-2024
- Consider the draft SYB 5 Year Strategy at its next meeting in September

CONTACT OFFICER:

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1. Background and strategic context

- 1.1 The NHS Long Term Plan¹ was published on 7 January 2019 it sets out the strategic direction for the NHS and its priorities to improve health and wellbeing, reduce health inequalities and improve health outcomes within an overall new service model and working context. In addition, the interim NHS People Plan² subsequently published, sets out initial ambitions to meet some of the workforce challenges facing the NHS.
- 1.2 Both build on the progress made implementing the Five Year Forward View, with all Integrated Care Systems and STPs across England being asked to develop a local five-year strategy by the autumn, working in partners and as a whole system.
- 1.3 The NHS Long Term Plan is an important marker in setting the direction of travel for the NHS over the next 10 years covering the period of 2019 – 2029. It sets out some of the key priorities to improve the care for people ensuring that the NHS takes its responsibility to ensuring that everyone gets the best start in life; reducing stillbirths and mother and child deaths during birth by 50%, taking further action on childhood obesity, increasing funding for children's and young people's mental health including bringing down waiting times for autism assessment.
- 1.4 It sets out an ambition and key priorities to delivering world-class care for major health conditions including: Cancer, increasing survival for 55,000 people across England, shifting the stage at which cancer is diagnosed so that more are diagnosed early, Cardiovascular disease, stroke care, diabetes and respiratory disease and adult mental health, preventing 150,000 heart attacks, strokes and dementia cases over the next 10 years, Modernising how we deliver services including more in the community, faster access to diagnostics and treatment, new models of care including integrated models of primary and community, physical and mental health.
- 1.5 The NHS Plan and the recently published interim NHS People Plan outlines how we might approach some of the challenges we face with our workforce at a time when demand for services are growing and expectations of those accessing our services and delivering our services are changing. This requires us to rethink both how and where services and care are delivered; giving more control to people over their health and wellbeing and the care they receive, whilst at the same time preventing illness and reducing health inequalities.
- 1.6 The Plan has a clear role for integrated care and Integrated Care Systems across England as a key enabler to improving health and care outcomes through effective system leadership, partnership working and greater integration. Whilst the NHS Long Term Plan is a plan for the NHS it clearly recognizes the important and essential role the NHS has in working in partnership to deliver the ambitions in the plan effectively.

¹ <https://www.longtermplan.nhs.uk/>

² https://www.longtermplan.nhs.uk/wp-content/uploads/2019/05/Interim-NHS-People-Plan_June2019.pdf

2. Approach and timeline for developing SYB's 5 Year Strategy

- 2.1 South Yorkshire and Bassetlaw at its Collaborative Partnership Board and System Health Executive Group previously considered the NHS Long Term Plan (LTP) in light of the work across our local neighborhoods, places and the system of South Yorkshire and Bassetlaw and considered that:
- The ask for systems to develop a 5 years strategy provides an opportunity to **refresh our vision, ambition and priorities** for SYB
 - There is a **good fit** between the LTP and the work we have been doing locally
 - The LTP asks enables us to **build on our joint working** in our **36 Neighborhoods** and **Primary Care Networks**, each of our **five Places** and partnerships across **South Yorkshire and Bassetlaw** and wider
 - There is **flexibility** within the LTP which will focus us on a small number of key national priorities, which add value locally, whilst at the same time giving ample scope to focus on locally developed priorities reflecting our joint working across our wide partnerships
 - There is **opportunity** in our environment of successful delivery to broaden our focus even further beyond a traditional NHS focus, to better meet the needs of our local populations, therefore supporting our aspirations as a system to contribute on the wider determinants of health
- 2.1 NHS England and Improvement have been engaging significantly across the country including with local systems and organisations to inform an **'implementation framework'** for systems, to be used as a guide on key aspects of the plan where there may be ambiguity or greater clarity required. This framework has now been published and will be discussed at the next task and finish group.
- 2.2 SYB ICS anticipates that it will retain a great deal of freedom and flexibility as an advanced and 'live' system to ensure that its partners can continue to build on the work already started which is proving successful and continue to benefit from light touch assurance where this is appropriate in all stages of developing and implementing the strategy.
- 2.3 During 2018/19 SYB reviewed its way of working; having continued with arrangements from the outset of the STP process back in 2016. These new arrangements will play a key role in overseeing the development of the strategy and its implementation. The Health Oversight Board, Collaborative Partnership Board and the Health Executive Group are 3 key groups.
- 2.4 There are a number of key questions that our SYB 5 Year Strategy will need to address in order to improve health and wellbeing and better deliver for all of our local population populations this includes how much do we need to integrate to delivery better for people and ensure that we are able to make the best use of our collective resources.

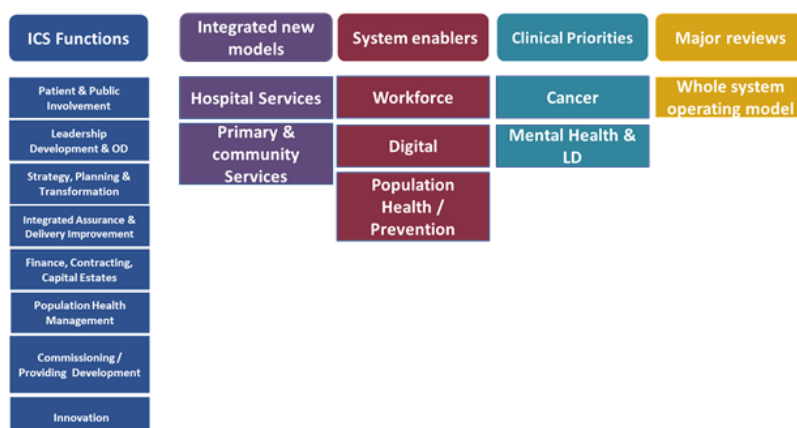
3. Progress made to-date and actions already underway

- 4.1 In May 2019 a cross-system task and finish group was established connecting key stakeholders from health and care, neighborhoods, place, and system mental and physical health, primary, community and acute.
- 4.2 This group has the role in coordinating the development of the strategy reporting to both the System Health Executive Group which has the role in ensuring the strategy develops as expected and the Collaborative Partnership Board ensuring it reflects the vision, ambition and priorities which build on the work already started and respond to the health and care needs of all our local populations across South Yorkshire and Bassetlaw.
- 4.3 The task and finish group will be in place for 6 months from May to October during which time we expect to have a final 5 years strategy for South Yorkshire and Bassetlaw.

5. Refresh of SYB priorities in light of the NHS Long Term Plan

- 5.1 Following publication of the NHS Long Term Plan partners have reviewed the existing priorities and programmes which have been established following the implementation of the SYB sustainability and Transformation Plan. These align well with the LTP and the objectives have been reviewed by the Health Executive and the Collaborative Partnership Board to ensure we have sufficient focus in 2019/20 on the broader priorities across health and care and to support delivery of our System Operating Plan.
- 5.2 These remain focused on our overarching objectives to improve population health and population health outcomes. As part of the process of the SYB 5 year strategy for 2019 – 2024 we will review priorities and objectives for the remaining 4 years.

Summary of our System Transformation delivery priorities for 2019/20



23

- 5.2 As a result of our conversations and joint working with Local Authorities a number of new priorities for joint working have emerged and are currently undergoing scoping including: **Complex Lives, Loneliness / Connectedness** and **Active Travel** this is in addition to existing priorities for prevention including work on Cardiovascular Disease, Healthy Hospitals Programme including stopping smoking in hospitals and Social Prescribing.

6. Communications and engagement with partners, stakeholders and the public

- 6.1 Over the last three months, significant patient and public engagement on the NHS Long Term Plan has been undertaken across each Place with support from the local Healthwatches, ICS partner organisations and the SYB ICS communications and engagement team³. Involvements with staff and stakeholders in Place have been led by partners.
- 6.2 Feedback has been gathered through questionnaires, focus groups and at two specially organised public events and across a wide range of communities such as youth forums, prisoners, LGBT+ groups, BME communities, patient and survivor groups, students, new mums and many more. Key focus areas for the region so far are cancer care, care in your neighbourhood, mental health and learning disabilities, bringing the NHS into the digital age and prevention.
- 6.3 A final report on the findings from the conversations will be shared and discussed alongside the work of the Task and Finish Group at a System Long Term Plan event due to take place on 9 July 2019. A further guiding coalition event is planned for September

Recommendations

³ https://www.healthandcaretogethersyb.co.uk/application/files/1115/5066/8512/JCCCG_Public_Meeting_agenda_and_papers_-_27_February_2019.pdf

The Health Oversight Board is recommended to:

- Note the approach, process, timeline and progress made to develop SYB's 5 Year Strategy for 2019-2024
- Not the publication of the LTP Implementation Framework
- Consider the draft SYB 5 Year Strategy at its next meeting in September