

# Norfolk and Waveney Integrated Care System update

Briefing pack for stakeholders

9 June 2022



# Welcome and Introduction

- With less than one month to go, lots of work continues to take place in the lead up to the formal statutory launch of our Norfolk and Waveney Integrated Care System.
- From 1 July 2022, the **Norfolk and Waveney ICS** will include a statutory **Integrated Care Partnership (ICP)**, and a new statutory NHS body called **NHS Norfolk and Waveney Integrated Care Board (ICB)**. Royal Assent was given for the Health and Care Bill on 28 April 2022.
- A launch event will take place on 1 July 2022 at The King's Centre, Norwich. It will incorporate the **first official meeting of the NHS Norfolk and Waveney Integrated Care Board**, as well as a vital focus on listening to the people of Norfolk and Waveney and learning from their experiences to improve and develop services.
- As an ICS, we will build on the significant progress made over the last few years in Norfolk and Waveney 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, helping them to lead longer, healthier and happier lives.**



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

# Our Integrated Care System

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.**

Like all Integrated Care Systems in England, we will work to:

1

Improve outcomes in population health and healthcare

2

Tackle inequalities in outcomes, experience and access

3

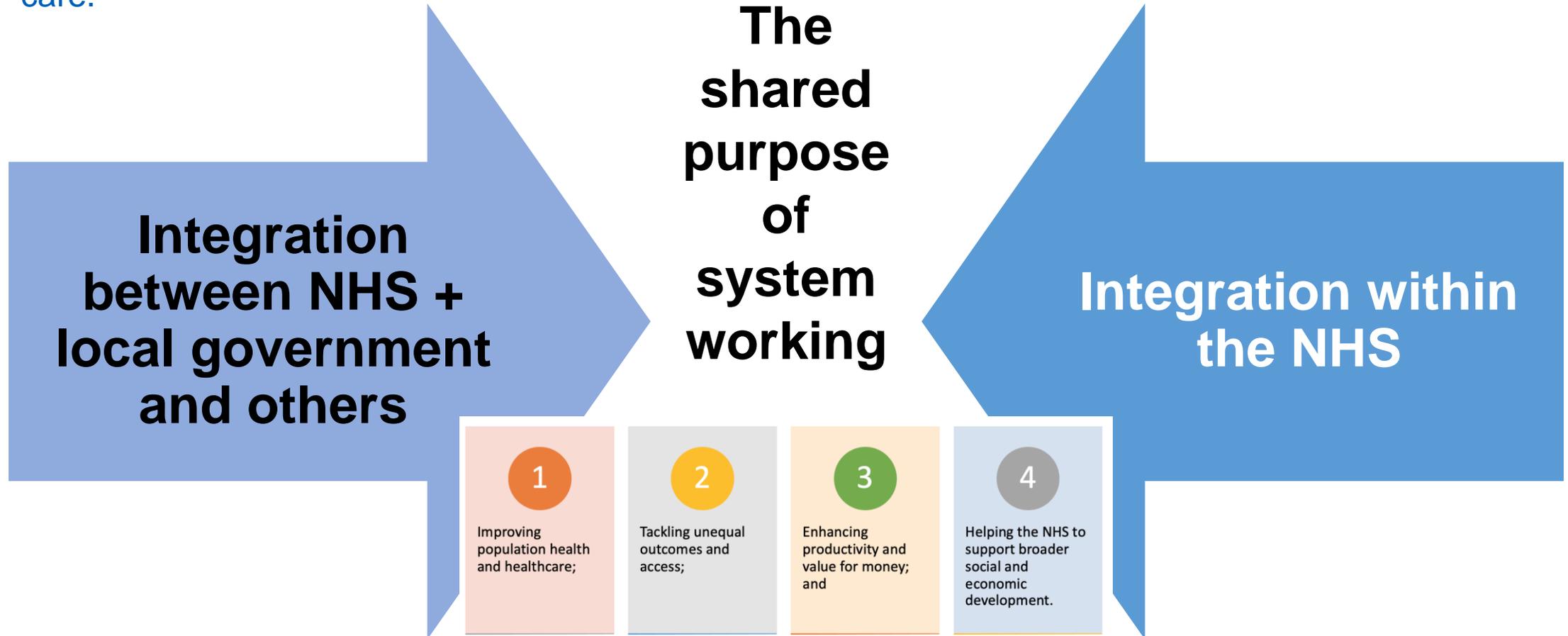
Enhance productivity and value for money

4

Help the NHS support broader social and economic development

# Two types of integration

This a chance to work together in profoundly different way to improve people's health, wellbeing and care.



# Days to launch and key milestones

- **23** 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
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# NHS Norfolk and Waveney Integrated Care Board update

- ICBs will be new statutory organisations bringing the NHS and partners together locally to improve population health and care.
- The ICB will be responsible for the day-to-day running of the NHS in Norfolk and Waveney, including planning and buying healthcare services.
- The 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 collaboratively, removing traditional barriers and more.

## Latest Board level appointments



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



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



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



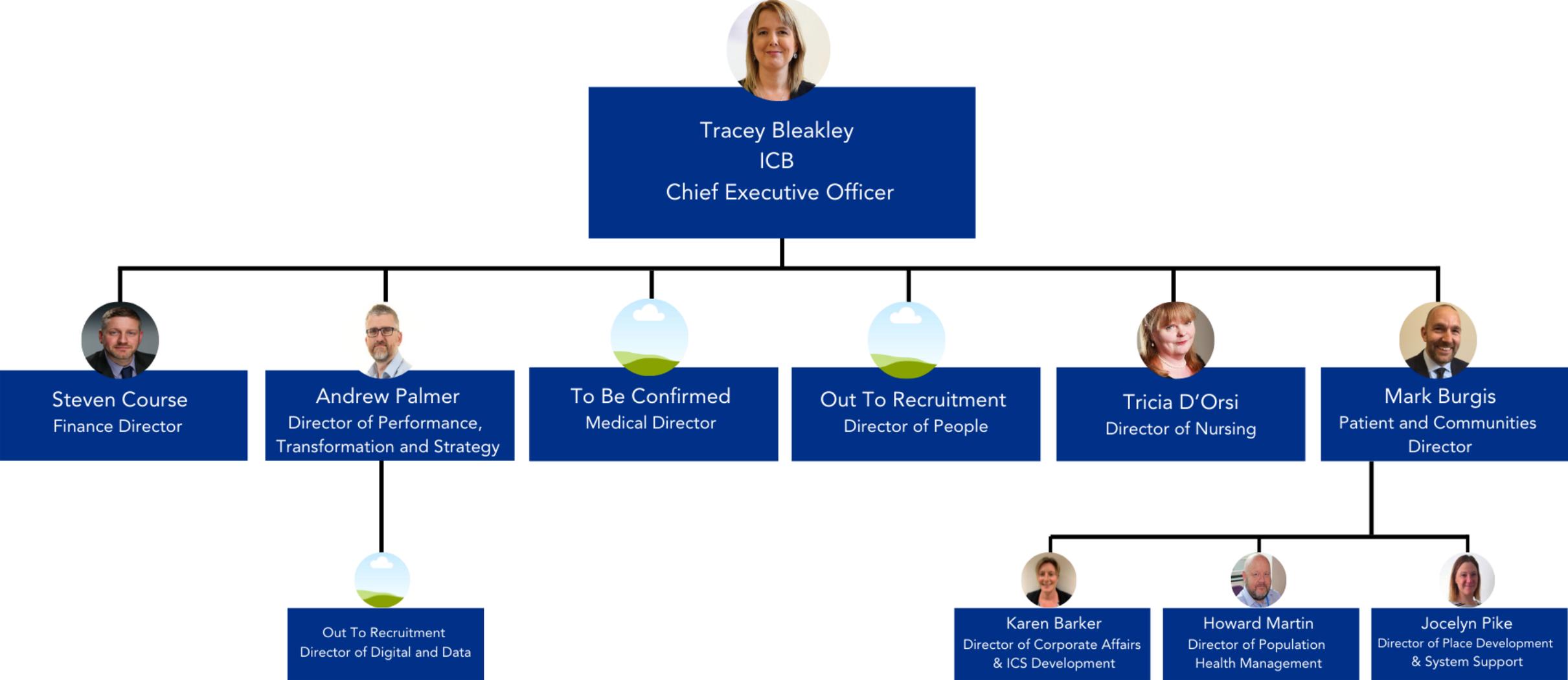
**Steven Course**  
Director of Finance-  
designate



**Tricia D'Orsi**  
Director of Nursing-  
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. Colleagues from across the system in Norfolk and Waveney have been agreeing Governance and Legal arrangements.

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 next 'shadow' form ICP meeting is on 8 June and preparations are ongoing to ensure the partnership is ready to take up its role formally on 21 July

The ICP is responsible for developing an integrated care strategy for the Norfolk and Waveney ICS and a task and finish group has been established to co-ordinate the proposal for this Strategy.

At the ICP meeting on 21 July partners will agree next steps.



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

# Primary and Community Care update

- At a strategic and system level, the Primary and Community Care Delivery Group continues to meet on a fortnightly basis to troubleshoot common issues and to develop shared opportunities to better streamline care for patients. The Delivery Group is agile and we continuously check its position in relation to the emerging ICB.
- Most crucially, we are creating a shared space to develop plans which 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 continue to work with our community service providers and are developing relationships and links with the VCSE, ensuring that partners are equally able to raise issues and suggest agenda items for this important programme of work
- The Fuller stocktake review has just been published with lots of important recommendations for the future of primary care in ICS'...



# Fuller stocktake review

- A national report, undertaken by Dr Claire Fuller, Chief Executive-designate Surrey Heartlands Integrated Care System and GP on integrated primary care, has recently been published.
- It looks at what is working well, why it's working well and how we can accelerate the implementation of integrated primary care (incorporating the current 4 pillars of general practice, community pharmacy, dentistry and optometry) across health and care systems.
- At the heart of the report is a new vision for integrating primary care, improving the access, experience and outcomes for our communities, which centres around three essential offers:
  - streamlining access to care and advice for people who get ill but only use health services infrequently – providing them with much more choice about how they access care and ensuring care is always available in their community when they need it
  - providing more proactive, personalised care with support from a multidisciplinary team of professionals to people with more complex needs, including, but not limited to, those with multiple long-term conditions
  - helping people to stay well for longer as part of a more ambitious and joined-up approach to prevention.
- Page 16 of the report includes a case study, referring to the excellent work taking place in Norfolk and Waveney focussed on Protect NoW – a great example of working with and improving the health of our most deprived communities, offering health interventions to meet their needs.
- Tracey Bleakley, Chief Executive Officer-designate, NHS Norfolk and Waveney Integrated Care Board chaired the Ageing and dying well life course workstream which is outlined in the full report.

# Place: working together

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

- NHS Norfolk and Waveney Integrated Care Board have agreed for their Executive Directors portfolios to include alignment to a Place and its Board. The Executive Directors are aligned as follows:

| Place                      | Executive Director | Role   |
|----------------------------|--------------------|--|
| Great Yarmouth and Waveney | Andrew Palmer      | Director of Performance, Transformation & Strategy |
| North Norfolk              | Mark Burgis        | Director of Patients and Communities               |
| Norwich                    | John Ingham        | Chief Finance Officer                              |
| South Norfolk              | Karen Barker       | Director of Corporate Affairs & ICS Development    |
| West Norfolk               | Howard Martin      | Director of Population Health Management           |

- These aligned Executive Directors and the Place Board Chair are 2 separate roles. The aligned Executive Directors will take forward with the support of their aligned teams and Place Boards' the refinement and development of the governance model and gaining agreement for a shared local plan.
- This will be an interim arrangement until substantive Place Leaders are appointed. These interim arrangements allow for place-based discussions to develop and agree a longer-term solution.
- We are planning for the Place Boards to launch with a developmental phase during July 2022.

# Norfolk and Waveney VCSE Assembly update

Our model for the VCSE Assembly continues to develop in line with both local ICS structures and national best practice guidance. VCSE Place Networks, aligned to our Place Boards and Health and Wellbeing Partnerships are being created and we are currently recruiting to the VCSE Network Lead roles. The VCSE Place Networks will help to establish ways of working to deliver the following outcomes:

- Provide a **VCSE connection point at a place level** for the ICS, to support 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.
- Ensure **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 partner wider understanding of the community needs and potential gaps in services.

# Building effective partnerships with the VCSE sector

## Our ICS building blocks

**Norfolk & Suffolk VCSE Infrastructure**  
*Support, nurture, develop*

**Norfolk and Waveney VCSE Assembly**  
*Listen and involve*

**Norfolk and Waveney ICS & VCSE Integration**  
*Collaborate, co-produce & embed*

## Primary functions & responsibilities

- 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.

- 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.

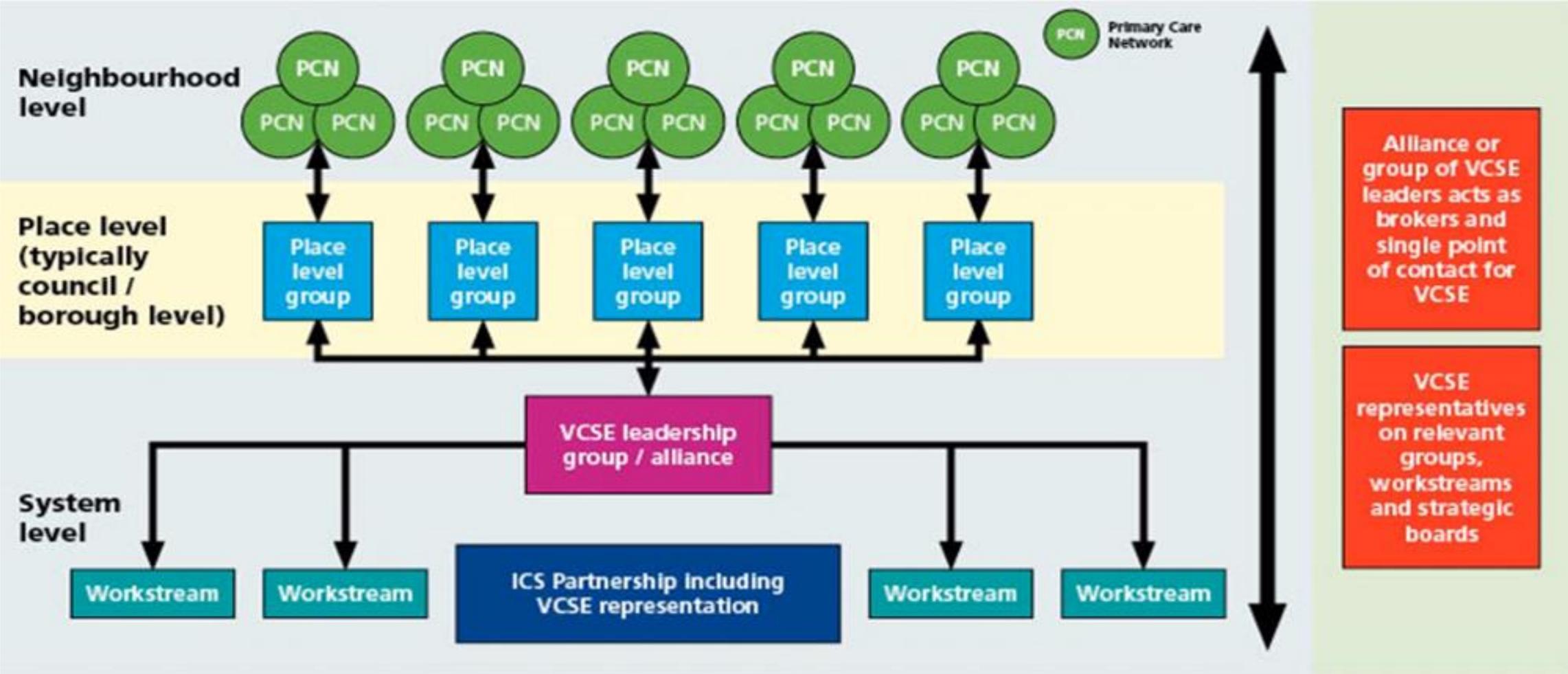
- Embed the sector in ICS governance to ensure involvement in system-wide workstreams, place-based partnerships, primary care networks and provider collaboratives.
- Support sector sustainability through strategic investment and market development.
- Commit to upholding the ambitions of the MoU developed 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.

## Desired outcomes

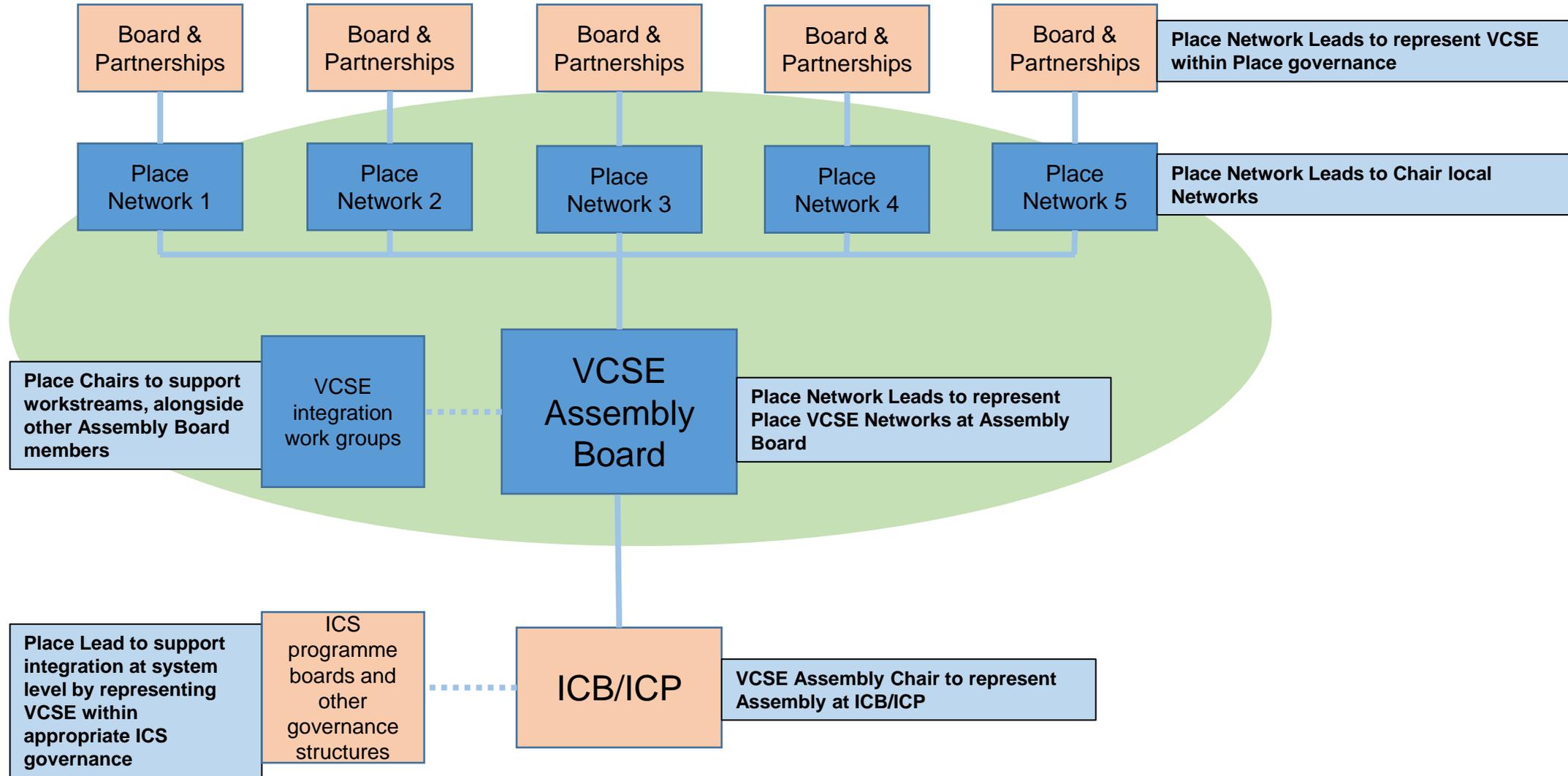
The collective ambition is to embed effective collaboration and partnership working between all ICS partners. Closer working will support us to achieve our shared goals and priorities, and enable our ICS to harness the expertise, insight and innovation of the VCSE sector.

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.

# Emerging NHSE model for VCSE strategic engagement in an ICS



# Norfolk & Waveney VCSE Assembly: Connectivity at all levels



# ICS VCSE Assembly Board Membership

## ***Board members***

- Assembly Chair
- 5 Place Network Chairs (when appointed)
- MH Forum Chair
- CYP Forum Chair
- Older People's Forum Chair
- Norfolk Infrastructure CEO
- Suffolk Infrastructure CEO
- ICS VCSE Exec Lead
- NCC VCSE Lead
- SCC VCSE Lead

## ***Advisory/Support***

- ICB programme lead/s
- Previous Steering Group Chair
- Admin support

# 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 officially on 1 July 2022 on the new ICS website.
- Colleagues across the system can currently comment on the latest draft – we want to hear from people so that it works for health and care staff across the system.
- 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                      |

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# Digital transformation plan

- Across the Norfolk and Waveney ICS, we are commencing work to develop our strategic plan and three year roadmap on how digital technology and better use of our data can help join up care and improve health and wellbeing.
- We will build upon our existing digital strategies and areas of innovation, whilst addressing challenges and resource requirements.
- Our ICS Digital Transformation Strategic Plan will be developed in partnership with senior stakeholders, front-line staff, and most importantly, our people and communities.
- This work will be led by Sam Higginson, Chief Executive Officer, Norfolk and Norwich University Hospitals NHS Foundation Trust, along with Andrew Palmer, Director of Performance, Transformation & Strategy, NHS Norfolk and Waveney ICB.
- Deloitte has been commissioned to support this work and are arranging interviews, virtual forums, and working sessions to provide different groups of people with the opportunity to voice their opinions, ask questions, and share views on key priorities, as well as barriers to overcome.
- Colleague input across the system is essential to the development of a holistic Digital Transformation Strategic Plan and Roadmap that works for our Integrated Care System as a whole; please do embrace this opportunity and have your say
- Digital transformation across the system will be underpinned by a dedicated communications and engagement strategy, pinning all digital projects and programmes together.

# Norfolk and Waveney ICS Communications & Engagement update

- A new ICS wide website is in the final stages of development. Following initial engagement with stakeholders, patients, people and communities, we have incorporated their feedback to design and develop the website with what they would expect to see on the new website.
- The Norfolk and Waveney People and Communities approach has now been submitted to NHS England and NHS Improvement for initial review. The approach will 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 working draft of the approach has been published and shared for comment and feedback to ensure the approach, vision and ambitions are in line with the wider public.
- A lead up to the launch of the ICS campaign has started to be drip fed on social media. Assets and materials have been shared with communications and engagement teams across the system.
- 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 launch event will take place on 1 July 2022 at The King's Centre, Norwich. This will include the first formal meeting of the NHS Norfolk and Waveney Integrated Care Board and include partners, people and communities across Norfolk and Waveney.