

NHS England and NHS Improvement Board meetings held in common

Paper Title: Next Steps of Integrated Care Systems

Agenda item: 5 (Public session)

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Paper type: For approval

Organisation Objective:

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|-----------------------------|-------------------------------------|----------------|--------------------------|
| NHS Mandate from Government | <input checked="" type="checkbox"/> | Statutory item | <input type="checkbox"/> |
| NHS Long Term Plan | <input checked="" type="checkbox"/> | Governance | <input type="checkbox"/> |
| NHS People Plan | <input type="checkbox"/> | | |

Action required:

The Boards are asked to:

- **Review** and **approve** the direction set out in the document “*Integrating care*” (Annex A).

Background

1. The development of Integrated Care Systems (ICSs) since 2018 has enabled NHS organisations, local councils, frontline professionals and others to join forces to plan and provide around residents’ needs as locally as possible. They have improved health, developed better and more seamless services and ensured public resources are used where they can have the greatest impact.
2. The [NHS Long Term Plan \(2019\)](#) set out a widely supported routemap to tackle our greatest health challenges, with the development of ICSs integral to this ambition. This was further supported through practical guidance to ICSs in [Breaking Down Barriers to Better Health and Care \(2019\)](#) and [Designing ICSs in England \(2019\)](#).
3. In September 2019, NHSEI made a number of recommendations for an NHS Bill that included a firmer foundation for system working than the existing legislation (the National Health Service Act 2006 and the Health and Social Care Act 2012). These [recommendations to Government and Parliament for legislative change \(2019\)](#) aimed to remove current legislative barriers to integration across health and social care bodies, foster collaboration, and more formally join up national leadership in support of the *Long Term Plan* ambitions.



Considerations

4. Annex A “Integrating care” builds on the **rotemap set out in the NHS Long Term Plan**, for health and care joined up locally around people’s needs. It signals a renewed ambition for how we can support greater collaboration between partners in health and care systems to help accelerate progress in meeting our most critical health and care challenges.
5. It details how systems and their constituent organisations will accelerate **collaborative ways of working** in future, considering the key components of an effective integrated care system (ICS) and reflecting what a range of local leaders have told us about their experiences during the past two years, including the immediate and long-term challenges presented by the COVID-19 pandemic.
6. It sets out ambition for how all parts of our health and care system can work differently, in particular:
 - Stronger **partnerships in local places** between the NHS, local government and others with a more central role for primary care in providing joined-up care;
 - **Provider organisations** being asked to step forward in formal collaborative arrangements that allow them to operate at scale; and
 - Developing strategic **commissioning** through systems with a focus on population health outcomes;
7. It also describes options for giving ICSs a firmer footing in **legislation**, which sits alongside other recommendations aimed at removing legislative barriers to integration across health bodies and with social care, to help deliver better care and outcomes for patients through collaboration, and to join up national leadership more formally.
8. The document **invites views** on these proposed options from all interested individuals and organisations.
9. Systems have a significant degree of variation in maturity and readiness to develop proposed ways of working. We will work with systems to ensure that they have arrangements in place so that as previously decided, ICSs are live by April 2021. We will set out a roadmap for this transition that gives assurance over system readiness for new functions as these become statutory.
10. We know that under either legislative proposal we need to ensure that we support our staff during organisational change by minimising uncertainty and limiting employment changes. We want to take an approach to these changes that is characterised by care for our people and no distraction from the ‘day job.’ We are therefore seeking to provide stability of employment while enabling a rapid development of role functions and purpose for all our teams, particularly in CCGs directly impacted by legislative Option 2.

Next steps

11. To finalise this document based on feedback from the Boards.
12. **To seek views on the updated proposals from interested individuals and organisations.** These views will help inform our future system design work and our recommendations to the that of government on the upcoming Health Bill.
13. To ensure that the proposals and requirements are captured and reflected in 2021/22 planning and technical guidance to the NHS.