

ICS Joint Forward Plans

**Update to Essex Health and Wellbeing Board:
March 2024**



Hertfordshire and
West Essex Integrated
Care System



Mid and South Essex
Integrated Care
System



Suffolk and
North East Essex

Background

- The Health and Care Act 2022 sets out the requirement for each ICB and its partner trusts to prepare a 5-year Joint Forward Plan (JFP) before the start of each financial year.
- As a minimum, the JFP should describe how the ICB and its partner trusts intend to arrange and/or provide NHS services to meet its population's physical and mental health needs.
- Within the JFP guidance it states that each relevant HWB must give an opinion on the plan in relation to whether the JFP takes proper account of each its joint local health and wellbeing strategy.
- Each ICB developed and published their JFP's in 2023, these were shared with Essex HWB in May 2023.
- The JFP is to be reviewed and updated annually and each ICB is currently in the process of refreshing their plans.



Hertfordshire and
West Essex Integrated
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HWE Joint Forward Plan Update:

March 2024

Stephen Madden, Associate Director for
Strategy and Transformation

Working together
for a healthier future



Vision:

A healthy Hertfordshire and West Essex, enabling everyone to live their best lives,
with the greatest possible independence.

Principles:

Integration of health,
care and wellbeing
services

Priority for prevention and
early intervention

Targeted work to
reduce health
inequalities

Involving our citizens
and our staff

Strategic Priorities:

Priority 1
Give every child the best
start in life

Priority 2
Support our communities
and places to be healthy
and sustainable

Priority 3
Support our residents to
live and maintain healthy
lifestyles

Priority 4
Enable our residents to age
well and support people living
with dementia

Priority 5
Improve support to people
living with life-long or long
term health conditions or
physical disabilities and to
their families

Priority 6
Improve our residents' mental
health and outcomes for those with
learning disabilities and
autism

Enablers

Our
Workforce

Delivery at
the right
place

Data and
Insight

Research
and
Innovation

Collaborative
and joint
commissioning

Digital and
Technology

Hertfordshire and West Essex ICB JFP update

- Both the strategy and the high-level delivery plan were developed through engagement with system partners, our staff and residents
- Work is ongoing to baseline our current position to support with effective monitoring of delivery against our priorities.
- Our current JFP
 - takes into account both Hertfordshire and Essex JSNA and our Population Health Management data
 - has been developed incorporating information received from leads within the ICB and our partners



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Progress in 23-24

- The trend in both diagnosis and control of hypertension in HWE is improving. We have increased the proportion of people with hypertension who have had a blood pressure check and whose last blood pressure reading is below the age specific threshold.
- The number of people submitting home blood pressure readings have increased significantly
- Extended access for MRI, Audiology is live at Epping Community Diagnostic Centre, with ultrasound available at the Bishops Stortford CDC.
- Theatre productivity rates improved to top quartile nationally (81.7%).
- 1.9% increase in GP appointments in 23-24 compared to 22-23.
- Integrated Neighbourhood Teams have been established on all place footprints and clinical priorities are being agreed and are already in place for some.
- Pharmacy First Service has launched with 255 out of 275 pharmacies in Hertfordshire and west Essex so far signed up
- An increase in the proportion of children with an asthma care plan and a decrease in the rate of Children attending Emergency Department for Asthma
- Improvement in the Sentinel Stroke National Audit Programme (SSNAP) rating for East and North Hertfordshire Trust to a 'B' in September, from previous longstanding 'D' rating
- Have increased CYP mental health access by 44% year on year and have increased support in Early Help by 54%.
- Achieved the Eating Disorder RTT 28 day standard ambition and exceeded the Mental Health Support Team (MHST) target of 23% by 23/24 with Herts and west Essex having 90% SEND MHST coverage across schools.



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2024-25 refresh update

- Reflecting changes to operating model, development of HCP's.
- Focussed on same system priorities as last year.
- Additional focus on delivery of 2024-25 priorities, operational and financial plans.
- Developing clearer metrics for measurement –plan for quarterly monitoring and annual summary as part of annual refresh.
- Format updated to make the document more accessible
- Expect to publish update at the end of March and updated Delivery Plan May-June 2024



Hertfordshire and
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Our 2024-25 priorities:

1. A focus on CVD and hypertension
2. Improve UEC through more anticipatory/ Same Day Emergency Care
3. Better care for Mental Health crises
4. Elective care recovery
5. Childrens care backlog reductions

Expected outcomes:

- Reduce under 75 mortality from long-term conditions
- Reduce the rate of ambulatory care sensitive emergency hospital admissions
- Increase in the provision of early help to prevent mental illness and support the health and wellbeing of those with a Severe Mental Illness (SMI), learning disabilities or autism.
- Reduce the numbers waiting for elective activity and diagnostics
- All children will have the best start and live a healthy life



Mid and South Essex
Integrated Care
System



Mid and South Essex

Mid & South Essex Joint Forward Plan: Continued Commitments

March 2024

MSE Joint Forward Plan 2024/25



- Our Joint Forward Plan describes how the NHS in mid and south Essex will work together over the next five years, outlining clear and tangible steps to improve local services for local people.
- All ICBs have a statutory requirement to update their Joint Forward Plans (JFPs) each year (by 31 March)
- MSE is doing that alongside the current Operational Planning round for 24/25
- Our approach is to:
 - Recommit to the Strategic Ambitions that we set out in the 23/24 JFP
 - Highlight progress in delivery against the commitment in the 23/24 JFP
 - Review short and medium term ambitions (1, 3 and 5 years) to identify areas requiring more work
 - Use the Operational Planning process to set out specific actions in 24/25
- In March we expect to publish an updated JFP summary that sets our recommitment to our Strategic Ambitions and progress to date
- Further information on how we will deliver against our ambitions in 24/25 will be published as NHS operational planning is finalised, which is expected in Spring 2024
- ICP priorities are also currently being refreshed



MSE Joint Forward Plan: Strategic Ambitions

- MSE remains committed to the strategic priorities set out in chapter 1 of the 23/24 Joint Forward Plan
- We are looking to group these Strategic Ambitions against three themes

Partnering	Delivering	Enabling
Improve oversight framework rating	Improve quality (access, experience and outcomes)	Supporting our workforce
Let staff lead	Reduce health inequalities	Data, digital, technology
Mobilising and supporting communities	Population health improvement	Financial sustainability
Further developing our system	Operational delivery	Research and Innovation

MSE Joint Forward Plan: Progress in 23/24 delivery



- MSE's Joint Forward Plan for 2023-2028 set out a total of 403 deliverables
- 176 of those are due for delivery in 2023/24
- As at February 2024:
 - 98 agreed actions have been 'completed'
 - 162 further actions remain 'on track'
 - 59 are defined 'at risk'
 - 84 are currently 'under review'
- The focus for delivery in 2024/25 will be on operational delivery, driving for financial sustainability across the system whilst also maintaining a focus on quality and tackling health inequalities

MSE Joint Forward Plan: Progress in 23/24 delivery



- Achievements to date include:
 - Improved CQC ratings at MSEFT and EEAST coming out of special measures
 - Continued development of the Ageing Well Stewardship programme, which has helped identify 12,000 new people with frailty, dementia and end of life needs since April 2022
 - Launch of nine Integrated Neighbourhood Teams across MSE, early impact from the Basildon INT has helped reduce GP appointments by 48% for a cohort of 643 high users
 - Urgent Care Co-ordination Hub trialled through winter has helped people access urgent care in the most suitable way for them
 - Lung health checks taking place across MSE have helped diagnose 100 new lung cancers in residents
 - Continued investment in addressing health inequalities through funding to support projects, overseen by the Population Health Improvement Board (PHIB)
 - The Healthcare Support Worker academy was launched through the 'One Workforce' initiative
 - Progress in Shared Care Record, which is due to be implemented by summer 2024
 - As at February 2024, around 98,000 patients have participated in the BP@Home programme, reducing the risk of heart disease and stroke for these patients
 - Increased use of Virtual Wards, supported by the Urgent Community Response Team and Hospital@Home
 - Transfer of Care Hubs (TOCHs) established across all four Alliances to support patients onto the right pathway to help them return to independence as quickly as possible

SNEE Joint Forward Plan: Essex HWB update

March 2024

Dr Alexander Royan, Deputy Director for Strategic Analytics

SNEE JFP Strategic Framework

The JFP vision is for everyone at all stages of their life to be able to Live Well across SNEE, with the six domains of the Live Well model defining the outcomes and our delivery commitments. This is underpinned by a focus upon reducing health inequalities and increasing the diversity of the ICB's workforce.

Deliver the best possible health outcomes for every one of the one million people living in Suffolk and north east Essex							
Our outcomes	Start Well: Giving children and young people the best start in life	Feel Well: Supporting the mental wellbeing of our population	Be Well: Empowering adults to make healthy lifestyle choices	Stay Well: Supporting adults with health or care concerns to access support and maintain healthy, productive and fulfilling lives		Age Well: Supporting people to live safely and independently as they grow older	Die Well: Giving individuals nearing end of life choice around their care
Our Five Year Commitments	We will ensure that children and young people have the best chance in life with a particular focus on those most in need	We will support people with mental health needs, including those with learning disabilities or autistic spectrum disorders, to stay mentally well and to get support in the community to live and thrive when they need it	We will empower people to lead healthy lifestyles and reduce the number of preventable deaths	Access to care: We will support people to access the right support, in the right time, in the right place for their health and care needs	Early intervention: We will support adults with timely access to services to enable early detection and diagnosis of disease and risk factors to give people the best chance of maintaining a good quality of life	We will ensure that people who are ageing are able to live safely and independently, experiencing a good quality of life	We will enable people and their families to have high quality care and support from all health and care professionals involved at the end of their life
Cross-cutting priorities	Reduce health inequalities Enshrine equality, diversity and inclusion in our ways of working						
Our Principles	Collaborative Compassionate Courageous Community focused Creative Cost-effective						
Enablers	Workforce Estates Digital Intelligence Procurement Communications & engagement Research & innovation Sustainability						

Approach to revisions

Our approach to the annual refresh of the JFP included:

- Confirming our continued focus on the long-term targets set out in the 23/24 JFP
- Using the Operational Planning process to set out specific actions in 24/25
- Codeveloping the plan to ensure short- and medium-term plans reflect changes in local and national ambitions
- Updating some of our target indicators to ensure they focus on long-term delivery ambitions whilst reflecting short-term national goals
- Assessing delivery performance in year one of the plan
- Setting up routine monitoring of delivery performance through engagement with the accountable JFP leads for each target indicator and quarterly performance reviews at the Strategic Assurance Oversight Committee
- Expect to publish updated JFP document at the end of March with more detailed delivery plans published May-June 2024

The JFP describes how we will measure performance in achieving the Live Well outcomes through delivery of 21 'target indicators'. A greater number of delivery priorities are articulated through the JFP.

Start well:

1. Increase each year the number of pregnant women from our most deprived and diverse communities who at 29 weeks gestation are receiving Midwifery Continuity of Carer, aiming to achieve the national ambition of more than 75% by 2029*
2. By 2028, no child or young person waits more than 12 weeks for Child and Adolescent Mental Health Services (CAMHS) or 18 weeks for Neurodevelopmental Diagnostic (NDD) Services, prioritising reductions in waiting times for ethnic minorities and those living in the 20% most deprived areas
3. Reduce the hospital admission rate due to asthma of children or young persons living in the most deprived 20% of areas

Feel well:

4. Achieve a 5% year-on-year increase in the number of adults supported by community mental health services
5. Achieve a year-on-year reduction in hospital admission rate for mental health conditions
6. Identify and reduce health inequalities amongst people with severe mental illness, by ensuring at least 90% of people, including those in all disadvantaged groups, receive a full annual physical health check and follow-up interventions by 2028
7. 85% of people aged 14 and over on a Learning Disability register will have had an annual health check and a health action plan completed by end of 2024-25, aiming towards everyone on the Learning Disability register to receive an annual health check and action plan by 2029*

Be well:

8. Halt recent increases in the number of overweight and obese children in reception and year 6 by 2028 and maintain prevalence below the national average
9. Reduce the number of smokers in our population in line with only 5% of the population being smokers by 2030
10. Increase each year the number of units of NHS dental activity delivered

Stay well:

Access to care:

- *Revised indicator, subject to approval by ICB Board.
11. Increase our GP practice teams each year to meet the growing demand whilst increasing the number of trainees and apprentices

Year one achievements across the target indicators include:

- Increasing annual physical health checks for those with SMI
- Halting increases in the number of overweight and obese children in reception
- Increase the number NHS dental units delivered
- Increasing GP practice teams
- Increasing urgent community response activity
- Reducing hospital bed days used by those without a criteria to reside
- Increasing high blood pressure treatment rates
- Increasing AF identification
- Increasing treatment rates for people at high risk of stroke
- Reducing preventable deaths

Our focus for 2024-25 includes putting the wider target indicators on the right trajectory relative to long-term targets.