

DEVELOPING A LEICESTER CITY PLACE LED PLAN

**Leicester City Health & Wellbeing
Board**

29th July 2021

Purpose

- To describe the role of place and the purpose of a place led plan within an Integrated Care System
- To invite discussion to shape our plans as a 'place' within the ICS
- To seek approval from Health and Wellbeing Board to:
 - Carry out a minor refresh of Leicester's Joint Health and Wellbeing Strategy (2019-2024)
 - Develop a Leicester Health, Care & Wellbeing Delivery Plan based on the strategic aims of the Joint Health and Wellbeing Strategy

Context

- Integrated care systems (ICSs) are partnerships that bring together providers and commissioners of NHS services across a geographical area with local authorities and other local partners to collectively plan health and care services to meet the needs of their population.
- All parts of England are now covered by one of 42 ICSs as of 1st April 2021.
- February 2021. White paper published on ICS
- 6th July 2021. The proposed Health and Care Bill 2021-2022 was introduced in Parliament; brings in statutory ICS organisations.
- It is hoped that they will be a vehicle for:
 - achieving greater integration of health and care services
 - improving population health and reducing inequalities
 - supporting productivity and sustainability of services
 - helping the NHS to support social and economic development

Context (continued)

The 'ICS Design Framework' released in June 2021 covers how Place led Plans will contribute towards the ICS aims and objectives:

'We expect the ICS Partnership will have a specific responsibility to develop an 'integrated care strategy' for its whole population using best available evidence and data, covering health and social care (both children's and adult's social care), and addressing the wider determinants of health and wellbeing. This should be built bottom-up from local assessments of needs and assets identified at place level, based on Joint Strategic Needs Assessments. We expect these plans to be focused on improving health and care outcomes, reducing inequalities and addressing the consequences of the pandemic for communities'.

<https://www.england.nhs.uk/publication/integrated-care-systems-design-framework/>

Levels within Integrated Care Systems

Level	Purpose	Local approach
SYSTEM	Whole area's health and care partners in different sectors come together to set strategic direction at system level where appropriate (e.g. health inequalities framework)	One system: Leicester, Leicestershire and Rutland.
PLACE	A partnership of local health and care organisations setting place level vision, strategy and delivery (e.g. H+WBB, JICB, ISOC)	Three Places: <ul style="list-style-type: none">• Leicester City• Leicestershire County• Rutland County
NEIGHBOURHOOD	GP practices, NHS community services, social care and other providers able to come together to provide locally based, integrated and proactive services.	Determined locally at each Place.

Place: an important building block for health and care integration

Aim is to create an **offer to the local population of each place**, to ensure that in that place everyone is able to:

- access clear advice on **staying well**;
- access a range of **preventative services**;
- access **simple, joined-up care and treatment** when they need it;
- access digital services (with non-digital alternatives) that put the citizen at the heart of their own care;
- access proactive support to keep as well as possible, where they are **vulnerable or at high risk**; and to
- expect the NHS, through its employment, training, procurement and volunteering activities, and as a major estate owner to play a full part in **social and economic development** and **environmental sustainability**.

(Integrating care: Next steps to building strong and effective integrated care systems across England report Nov. 2020) <https://www.england.nhs.uk/publication/integrating-care-next-steps-to-building-strong-and-effective-integrated-care-systems-across-england/>

Background: Leicester's Joint Health and Wellbeing Strategy

- Leicester's Health and Wellbeing Strategy (H+WBS) was published in late 2019
- Sets strategy until 2024
- Extensive communities and stakeholders focus groups, engagement and formal consultation
- Published pre-coronavirus pandemic
- Core themes of 2019 strategy (Healthy Places, Healthy Minds, Healthy Start, Healthy Lives, Healthy Ageing) still relevant
- Coronavirus pandemic has accentuated pre-existing inequalities

Option 1: Leicester's Joint Health and Wellbeing Strategy

- **Option 1: Keep existing Health and Wellbeing strategy (H+WBS)**

- **Advantages:**

- All of identified priorities likely to still be relevant in Leicester
- Significant amount of focus group and engagement with communities and stakeholders went into the development of this strategy – avoids potential engagement fatigue
- Significant time and resources went into developing the H+WBS; this work is kept
- Can move straight to development of the delivery plan, with final plan aimed for approval by H+WBB in early 2022

- **Disadvantages:**

- Strategy does not mention the coronavirus pandemic, the direct or indirect impacts of it
- Strategy does not refer to LLR health inequalities framework or the increased national focus on reducing inequalities

Option 2: Leicester's Joint Health and Wellbeing Strategy

- **Option 2: Full rewrite of Health and Wellbeing Strategy**

- Advantages:

- Can engage with local communities and stakeholders to ensure the strategy reflects people's current experiences of living in Leicester in and through a pandemic

- Disadvantages:

- Considerable amount of work for health, care and wellbeing partners at a time when staff are still responding to the pandemic, recovering services from the pandemic, and recovering themselves
- Several major consultations and engagement exercises over the past year – risk of engagement fatigue
- Delays development of the Leicester delivery plan into later 2022, with revised strategy likely ready in early 2022

Option 3: Leicester's Joint Health and Wellbeing Strategy

- **Option 3: Minor refresh of the current Health and Wellbeing strategy**
 - Keep all current themes and strategic aims
 - Update narrative to include impact of coronavirus pandemic on communities, including direct and indirect impacts
 - Refer to relevant local and national policies on reducing health inequalities
- **Advantages:**
 - Updates strategy to make it relevant in light of the significant impact that the coronavirus pandemic has had on our lives
 - Recognises and maintains the significant input from communities and stakeholders that went into the development of the strategy in 2019
 - Avoids risk of engagement fatigue
 - Aligns the timetable to the delivery plan, to make a combined place led plan which can run until 2024
- **Disadvantages:**
 - Possible that health and wellbeing challenges/priorities of Leicester people have changed as a result of the pandemic

Place led plans



Leicester City Joint Health & Well Being Strategy 2019-2024

Sets to vision for improving the health and wellbeing of Leicester's residents through the themes of Healthy Places; Health Minds; Healthy Start; Healthy Lives; Healthy Ageing.

(minor refresh planned in mid- 2021 to incorporate Health Inequalities Framework vision and learning from CV19 pandemic)

'Leicester City Health, Care & Wellbeing Delivery Plan' (2021-24)

This 'Place led Plan' is proposed to be the delivery arm of the Joint Health & Wellbeing Strategy, setting out key citywide & neighbourhood level priorities across partner organisations to:

- strengthening self care & prevention services
- address the wider determinants of health
- Improve health equity
- Improve access to and integration of health and care services
- Respond to expected demographic & housing growth

Supporting Frameworks/ strategies:

- Joint Strategic Needs Assessments (JSNA's)
- LLR system Health Inequalities Framework
- LLR system Population Health Framework
- LLR Healthcare system Operational Plan
- Leicester City Adult Social Care Strategy
- Leicester City Better Care Fund

Developing a Leicester Health, Care & Wellbeing Delivery Plan (2021-24)

It is proposed the delivery plan will:

- Support delivery of the vision and priorities in the Leicester JH+WBS (2019-2024)
- Be a collaborative plan across key partners to
 - strengthen self care & wellbeing support
 - address wider determinants of health
 - reduce health inequalities – tailored to local circumstances
 - increase integration of health, care and wellbeing services
 - manage the impact of housing growth on services & estates
- Be delivered through annual action plans
- Take a strengths-based approach building on:
 - Existing health and wellbeing and community infrastructure
 - Integrated and joint working that has already been achieved
- Be informed by:
 - Local intelligence, key stakeholders & local communities through engagement
- Be aligned with existing Leicester City and LLR system plans/strategies

Key indicative milestones in place led plan development*

Agreement to approach from HWBB	29th July 2021
Profiling of Neighbourhood level needs	By 13 th August 2021
Collation of planned priorities relating to: <ul style="list-style-type: none"> • Improving self-care & prevention • Addressing health inequalities • Addressing wider determinants of health • Improving access to health & care services • Integrating health and social care services • Future impact of housing growth 	By 3 rd September 2021
Intelligence/insights from recent engagement consultations	By 15 th September 2021
Outline draft Delivery Plan developed	By 30 th September 2021
Draft revised JH+WBS and draft delivery plan to H+WBB for discussion	28 th October 2021
Wide stakeholder engagement on initial plan	1 st Oct. - 17 th Dec. 2021
Finalisation of Plan, including first year action plan	By 7 th Jan 2022
Agreement of final revised JH+WBS and final Delivery Plan by HWBB	27 th January 2022

*proposed timelines may be subject to change if COVID/other pressures on the health and care system change

Core working group

We have established a task and finish core working group to develop the Delivery Plan. It include representatives from:

- Public Health, Leicester City Council
- Adult Social Care, Leicester City Council
- CCG's Strategy and Planning Directorate
- CCG's Integration and Transformation Directorate
- Comms and Engagement leads from CCG and local authority (tbc)

The core working group is meeting monthly and membership will evolve as work progresses.

Recommendations

The Health and Wellbeing Board is asked to:

- APPROVE option 3, the minor refresh of the Joint Health and Wellbeing Strategy
- SUPPORT the approach outlined to the development of a Leicester City Health, Care & Wellbeing Delivery Plan
- APPROVE the proposed timeline for the revised JH+WBS and the delivery plan