



Hampshire and Isle of Wight

# Renewing Our Ambition

Health Overview and Scrutiny Panel

7<sup>th</sup> November 2024

NHS Hampshire and Isle of Wight Integrated Care Board



## 1. Developing Our Renewed Ambition

- 1.1 The NHS across Hampshire and Isle of Wight has an ambition for the future where local people are better supported to live healthier lives for longer and, when they do become ill, have better access to the right care in the right place at the right time.
- 1.2 NHS Hampshire and Isle of Wight has recently published Our Renewed Ambition. This document summarises the key priorities and the actions NHS partner organisations are taking to achieve our ambition and what will be different when we do.
- 1.3 Our Renewed Ambition comprises our statutory Joint Forward Plan. NHS partners are required to prepare a Joint Forward Plan before the start of each financial year, setting out how they intend to exercise their functions in the next five years.
- 1.4 Our Renewed Ambition has also been shared with the Health and Wellbeing Board chair and with members of the Health and Wellbeing Board.
- 1.5 Our agreed system-wide 'interim integrated care strategy' was published in 2023. Our Renewed Ambition builds on our shared work to date and the learning we have gained by working as a system over the last two years. The Integrated Care Strategy is based on the health and wellbeing strategies and the local joint strategic needs assessments from each place.
- 1.6 Our Renewed Ambition is not new or a change in direction. It builds on what we have been working together on over time, and significant recent engagement with a number of partners from across our system including local authorities to identify where we can do more together.

## 2. Realising our Renewed Ambition

- 2.1 One element of Our Renewed Ambition is to more clearly state 'The Difference' that we want to make and how we will come together as a system will fundamentally change things for our communities.
- 2.2 Our engagement with system partners revealed areas where we felt there was more opportunity and need to make a clearer commitment. We have turned these into clear statements. This where we feel that we can enable greater potential and impact for our population.
- 2.3 These strategic commitments are:
  - We will make a **shift towards proactive and preventative care** and support.
  - We will deliver **person-centred care** led by the needs of the whole person and underpinned by a **community-centred approach to wellbeing**.
  - We will develop and maximise our **pathways of care based on clinical outcomes**, evidence and data.

- We will **maximise the use of the resources in our system** building on models of collaboration, partnership and integration.
- We are a **learning system** using improvement methods, research and innovation to continuously improve.

2.4 These commitments are designed to:

- Bring together initiatives and programmes into a more singular vision, describing the real and long-term transformation of our system and ways of working to which we all contribute.
- Make a clear and public commitment to the significant change required to enable the best outcomes for our system and population.
- Help everyone in the system to understand what our strategy means for them and their work and what will be different.
- Empower people working across the system to confidently deliver on our strategic vision and know that they are contributing to our long-term strategic aims.

2.5 These are intended to be the 'golden threads' of system working that run through our work together, as they are an important public commitment to our strategic ways of working.

2.6 The recent Darzi Investigation has given a thorough outline of the current challenges in health and care. It will be an important foundation for the upcoming 10-Year Health Plan which is due to launch in the spring. Engagement on this plan has focused on three big shifts in health and care. The government is outlining its intention that health and care should be moving:

from hospital to community care;

from analogue to digital; and

from treating sickness to preventing it.

2.7 We believe that this aligns well with our five statements of difference and should give us confidence that our strategic ambitions are well aligned to the future direction of government policy. We believe that our increased focus on inequalities, clinical evidence, improvement focus and ultimately the impact for patients and staff warrant retaining and building on our five commitments.

### 3 Defining our Renewed Ambition

3.1 Our focus is now on how we can translate the strategic intent in Our Renewed Ambition into agreed, measurable and transformational change across the system.

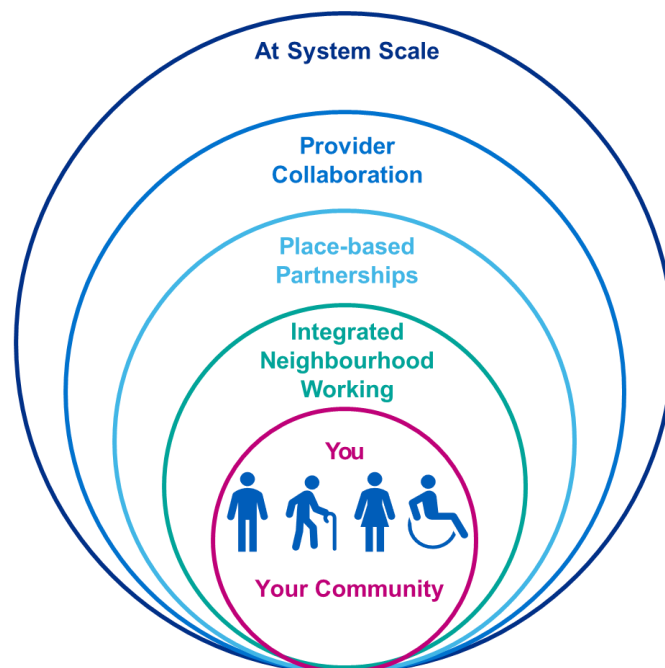
3.2 We plan to use the statements to guide a number of upcoming pieces of work to firmly root our strategy in what we do together as NHS partners working in the system. This could include (but is not limited to):

- A **communication tool**, helping people working in the system to have a common language to describe strategic ambition and understand their part in delivery on our ambition;
- A clear **framework for supporting strategies**, to demonstrate how their work will link into the overall strategy and contribute to our long-term strategic aims;
- A **framework in our planning process for 2025/26** helping us to articulate how our planning for the next year supports a long-term shift in activity and behaviour moving to a process where planning is undertaken throughout the year and firmly rooted in our strategy; and
- As a **way to manage progress and challenge ourselves**, a tool to judge how differently we are operating.

3.3 As important as it is for us to have a clear public strategy, the purpose of this refresh is ultimately to shape what we do together. We recognise that simply stating our intentions is not enough.

#### 4 Our ways of working built around people

4.1 The people and communities of Hampshire and Isle of Wight are at the heart of everything that we do. Our ways of working describes the major parts of our system where health and care organisations work together to transform the way health and care is planned, coordinated and delivered. Each part working together in partnership helps us to deliver the right care, at the right time, in the right place for our population.



4.2 We understand the importance of working at scale and providing equity of care across the system, doing things at scale and delivering care that is value for

money. We recognise the important benefits that can be realised when working at place and in communities in partners. Utilising the networks, partnerships and local knowledge to deliver preventative care, early interventions and timely access to services when required.

- 4.3 This way of working enables better integration of services, use of resources, coordination, planning and decision-making that lead to better joined-up care for local people and better ways of working for our people working across services. It is intended to support, rather than replace or undermine, existing organisational accountabilities.

## 5 Working together

- 5.1 Southampton has a long legacy of effective, integrated working, achieved through close partnership arrangements between the NHS and Southampton City Council. We know that, for our residents, they do not live or sit in in pathways of care – they live in local communities. The value of leading, engaging and delivering at a local level cannot be undervalued or underestimated. NHS Hampshire and Isle of Wight remains committed to strengthening the work at place level, by leading from the centre and driving forward the health improvements we need to deliver.

- 5.2 When our Integrated Care Board was established in July 2022 it became the statutory NHS body responsible for setting the strategic plan for the NHS to deliver its part of the health and care strategy, allocating NHS resources and working through our places and transformation programmes to ensure the right services are delivered to people in our communities.

- 5.3 The benefit of new ways of working mean that there is now a greater platform for strategic commissioning, where retaining a Place-focus on our communities, not least through our existing Section 75 arrangements and the overall management of the Better Care Fund.

- 5.4 As an Integrated Care Board, we are specifically responsible for the commissioning spend on:

- Acute services
- Mental health services
- Community services
- All Age Continuing Care
- Prescribing
- Primary care services
- Other programmes and our own corporate running costs.

- 5.5 The development of Integrated Care Systems allows for the consideration and creation of system and 'Place'-based plans for improving health and wellbeing outcomes, building on positive work started before by Clinical Commissioning Groups. This brings many opportunities; not least better planning of local services and alignment of spend, and there is much our wider system is and can

learn from Southampton's best practice in this respect. However, we must do this now while also improving an unacceptable NHS financial position created following the pandemic.