

System and Place update

1. Introduction

This paper provides a short update on the development of the ICS, Place and provider collaboratives

2. National vision for ICPs

NHS England and NHS Improvement is working closely with the Local Government Association (LGA) and the Department of Health and Social Care (DHSC) to support system leaders as they develop their Integrated Care Partnerships (ICPs). These partnerships will play a central role within each ICS, supporting the journey towards better health and care outcomes for the people they serve.

In September 2021, a document that presented a vision for how ICPs can provide the foundations for strong, effective partnership working was shared. NHSE/I has now published the [ICP engagement response](#), summarising the feedback received and building on this with further information and case studies.

In July, the Department intends to publish statutory guidance on ICPs' integrated care strategies and we want to ensure that you and other colleagues have an opportunity to inform this work as it progresses.

3. South West London Integrated Care System (ICS)

In line with national guidance, the SWL ICS will be comprised of three parts: SWL ICS Places; SWL ICS Provider Collaboratives; and ICS SWL Level. Subject to legislation the SWL ICS will comprise of an Integrated Care Partnership established by the NHS and local government as equal partners and an Integrated Care Board to bring the NHS together locally to improve population health and care.

The South West London Integrated Care System along with other ICSs is being created to:

- Improve outcomes in population health and healthcare
- Tackle inequalities in outcomes, experience and access
- Enhance productivity and value for money
- Help the NHS support broader social and economic development

Significant work is on-going to have the new ICS arrangements in place for July 2022. A working group has been established to consider and develop the Integrated Care Partnership led by Cllr Ruth Dombey, Leader of Sutton Council, Ian Thomas, Chief Executive of the Royal Borough of Kingston, Millie Banerjee, Chair, and Sarah Blow, Chief Executive of the ICS, to consider the development of the Integrated Care Partnership.

The Governance Oversight Group has signed off the final drafts of the SWL ICB constitution, Scheme of Reservation and Delegation and Standing Financial Instructions (SFIs). The recruitment processes for both the ICS Executives and ICS Non-Executives are underway and are expected to conclude in early April 2022.

Conversations continue across the system to develop the system oversight proposals for the ICS, and NHSE is developing a draft *Concordant* to describe the agreed ways of working between regions and ICBs, and *Accountability Agreements* are being developed that will be in place between the ICB and each SWL Place.

A South West London People and Communities Engagement Strategy has been developed and approved following engagement with partners. The strategy outlines an approach to ensuring that the voice of people and communities is heard and influences how we plan and deliver local services.

4. Kingston and Richmond Places

In South West London there will be six ICS Places: Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth. These six Places are co-terminus with our six Local Authority boroughs. The purpose of the ICS Place is to:

- support and develop primary care networks (PCNs) which join up primary and community services across local neighbourhoods
- simplify, modernise and join up health and care (including through technology and by joining up primary and secondary care where appropriate)
- understand and identify – using population health management techniques and other intelligence – people and families at risk of being left behind and to organise proactive support for them
- coordinate the local contribution to health, social and economic development to prevent future risks to ill-health within different population groups

Within Kingston and Richmond, Dr Naz Jivani, the outgoing Clinical Lead for Kingston Borough recently announced the appointments to the two primary care leadership positions on the Place Based Partnership Committee.

Dr Annette Pautz has been appointed to the role of Primary Care Provider Lead, and Dr Nick Merrifield has been appointed to the role of Primary Care Development Lead. In parallel, Dr Patrick Gibson, the outgoing Clinical Lead for Richmond Borough announced the appointment to the same primary care leadership roles in Richmond. Dr Heather Bryan has been appointed to the role of Primary Care Provider Lead, with Dr Nick Grundy and Dr Kate Moore jointly appointed to the role of Primary Care Development Lead. All leads will take up these new positions from 01 April 2022.

Both boroughs have undertaken a refresh of their Health and Care Plans for 2022-2024, setting out partnership priorities aligned to the life course themes of Start Well, Live Well and Age Well. The respective Health and Wellbeing Boards approved the Kingston plan in January with the Richmond plan approved in March 2022.

A joint planning event bringing together the two Place Based Partnership Committees, the Chairs of the Health and Wellbeing Boards and wider stakeholders is being planned to take place in April 2022. This will be an opportunity to share an understanding of 'place' priorities within Kingston and Richmond and identify areas of commonality where a joint delivery approach would be appropriate. A Delivery Plan will be developed following the event.

5. South West London ICS Provider Collaboratives

Provider Collaboratives are partnership arrangements involving two or more trusts (foundation trusts or NHS trusts) working across multiple places to realise the benefits of mutual aid and working at scale. There are three Provider Collaboratives in South West London:

- South London Mental Health Partnership - comprising Oxleas NHS Foundation Trust, South London and Maudsley NHS Trust and South West London and St. George's NHS Trust
- The Acute Provider Collaborative (APC) - comprising Croydon Health Services NHS Trust, St George's, Epsom and St Helier Hospital, Kingston Hospital NHS Foundation Trust

Formal partnerships including the South West London Orthopaedic Centre (SWLEOC),

SWL Pathology, a shared procurement function and a recruitment hub which Kingston Hospital hosts.

During the pandemic we have also been focused on managing surges in COVID-19 activity including the provision of mutual aid and managing critical care capacity, the recovery of elective programmes, and the establishment of a number of clinical networks.

We (the APC) are currently in the process of reviewing and refreshing our strategy and confirming our priorities for the year ahead as we emerge from the pandemic – a key plank of the plan will reflect the imperative to continue to deliver an elective programme at scale across SWL.

- RM Partners - comprising all South West London and North West London bodies supporting the NHS Cancer Pathway, including Primary, Acute and Specialist providers and screening services

The purpose of provider collaboratives is to better enable their members to work together to continuously improve quality, efficiency, and outcomes, including proactively addressing five unwarranted variations and inequalities in access and experience across different providers. They are expected to be important vehicles for trusts to collaboratively lead the transformation of services and the recovery from the pandemic, ensuring shared ownership of objectives and plans across all parties. We are actively engaged in development of the APC and with RM Partners.

6. Conclusion

The Board is asked to note the developments and to note that further updates will be provided in due course.