

**From:** Clair Bell, Cabinet Member for Adult Social Care and Public Health  
Dr Anjan Ghosh, Director of Public Health

**To:** Health Reform and Public Health Cabinet Committee, 17 January 2023

**Subject:** **Kent and Medway Interim Integrated Care Strategy**

**Classification:** Unrestricted

**Summary:**

Kent County Council (KCC) is a statutory partner in the Kent and Medway Integrated Care System, along with Kent and Medway NHS and Medway Council, and has confirmed its commitment to the partnership in its strategic document, *Framing Kent's Future*. The Integrated Care Partnership was required to produce an Integrated Care Strategy for Kent and Medway by the end of December 2022. Given that 2022/23 has been recognised as a transitional period for the new arrangements and the short timescale available to produce the document, an Interim Integrated Care Strategy for Kent and Medway has been developed. This was approved by KCC's Cabinet on 1 December 2022 and discussed at County Council on 15 December 2022. It was agreed by the Integrated Care Partnership Joint Committee on 8 December 2022.

The Interim Strategy will be further developed in 2023 including through extensive consultation with partners and the public to expand on the ambitions and commitments of partners. Any comments from members on the Interim Strategy will be used to shape the development of the Strategy.

**Recommendation(s):**

The Health Reform and Public Health Cabinet Committee is asked to **NOTE** the Kent and Medway Interim Integrated Care Strategy.

**1. Introduction**

- 1.1 Kent County Council is the lead partner in the Kent and Medway Integrated Care System in partnership with the Integrated Care Board (ICB, known as NHS Kent and Medway), and Medway Council. The Integrated Care Partnership (ICP) is a core component of the System and is a broader coalition of partners which aims to join up planning and delivery for health and social care across Kent and Medway.
- 1.2 The ICP is required to produce an Integrated Care Strategy to set the strategic direction for health and care services across the whole geographic area of the Integrated Care System. It is approved by the three statutory partners and agreed by the ICP. National guidance sets out how commissioners in the NHS and local authorities, working with providers and other partners, can deliver more joined-up, preventative and person-centred care for their whole population, across the

course of their life. The strategy presents an opportunity to do things differently to before, such as reaching beyond 'traditional' health and social care services to consider the wider determinants of health and joining-up health, social care and wider services. It provides the framework in which the partners will work and supports the council to fulfil its commitment made in *Framing Kent's Future* to seize the opportunity of integrating our planning, commissioning and decision making in adult, children, and public health services.

- 1.3 The Department for Health and Social Care (DHSC) mandated that ICPs must publish an initial strategy by December 2022 to inform the local NHS Five-Year Joint Forward Plans which are due to be published before the next financial year.
- 1.4 DHSC recognised this was a challenging timeline for the newly formed ICPs and accepted that this will be reflected in the breadth and depth of the work that can be done in preparing the strategy and, subsequently, what is included in the initial strategy. Therefore, this iteration of the Kent and Medway Integrated Care Strategy (attached as Appendix 1) is recognised as an interim strategy and has been built on work that has previously been undertaken across the system. The document will be subject to professional design.
- 1.5 The Interim Strategy was approved by Cabinet on 1 December 2022. Cabinet Members noted that it has never been more important to have an integrated strategy for health and social care to help create a more sustainable system, given the huge pressures being felt by all partners, and that there is a new optimism and momentum to achieve this now. It was acknowledged that partners will need to move quickly into action planning, delivery and monitoring of the commitments in the Interim Strategy. Members emphasised the importance of broad engagement with a wide range of people across Kent and Medway, including children and young people, in the further development of the Strategy. County Council also noted the Interim Strategy on 15 December 2022. The debate highlighted the health and social care workforce issues to be addressed and the need to involve staff in the development of the strategy. The importance of preventative work in local communities was also recognised. The Interim Strategy has separately been approved by Medway Council.
- 1.6 The ICP approved the Interim Strategy at its Joint Committee meeting on 8 December 2022, providing their endorsement of the document and recommendation that it is approved by the lead partner organisations. Members of the Joint Committee emphasised the need to quickly identify specific priorities for delivery and allocate resources to them, particularly given the important emphasis on prevention and early intervention in the Interim Strategy and the resource challenges being faced by all partners.
- 1.7 As the system matures, it is expected that ICPs will want to refresh and further develop their Integrated Care Strategy. To that end, extensive consultation and engagement with Members, partners and the public is planned from early in 2023. Comments from Members on the Interim Strategy will also be fed into the next iteration along with feedback from the planned consultation and engagement activity.

## **2. Strategy development and contents**

### Development

- 2.1 The Kent and Medway Interim Integrated Care Strategy (Appendix 1) builds on existing work and momentum to further the transformative change needed to tackle challenges such as reducing disparities in health and social care, improving quality and performance, preventing mental and physical ill health, maximising independence and preventing care needs by promoting control, choice, and flexibility in how people receive care and support. There is an emphasis on the wider determinants of health (such as housing, employment, the environment etc.) and their importance in improving the population's health.
- 2.2 The development of the Interim Strategy has been overseen by the ICP which is currently chaired by the Leader of KCC. A multiagency steering group and project group made up of representatives from KCC, Medway Council and the ICB has led the development of the document, working closely in partnership with wider partners. KCC's Director of Public Health and Director of Strategy, Policy, Relationships and Corporate Assurance have been members of the Steering Group.
- 2.3 Statutory Guidance on the development of Integrated Care Strategies sets out the expected topics to be covered:
- Quality improvement
  - Joint working and section 75 of the National Health Service Act 2006
  - Personalised care
  - Disparities in health and social care
  - Population health and prevention
  - Health protection
  - Life Course- Babies, children, young people, their families, and healthy ageing
  - Workforce
  - Research and innovation
  - 'Health-related' services
  - Data and information sharing

### Contents

- 2.4 The Kent and Medway Interim Integrated Care Strategy covers all the expected topics set out in the guidance. The document is structured around the shared vision and six outcomes that were agreed by partners when the Kent and Medway Integrated Care System was formed. As partnership arrangements are still developing, the Interim Strategy brings together and reaffirms existing commitments that have been made by partners. The full strategy developed next year will build upon these commitments.
- 2.5 The sections of the Interim Strategy are:

*Shared outcome 1 - Give children the best start in life and work to make sure they are not disadvantaged by where they live or their background and are free from fear or discrimination.*

Includes commitments on maternity services, starting well, support for children with Special Educational Needs and Disabilities, Family Hubs and safeguarding.

*Shared outcome 2 - Help the most vulnerable and disadvantaged in society to improve their physical and mental health; with a focus on the social determinants of health and preventing people becoming ill in the first place.*

Includes commitments on targeting support to those most in need, supporting people through the cost-of-living crisis, parity of mental health and improving wider determinants of health including employment and skills, strengthening community support and improving our physical environment.

*Shared outcome 3 - Help people to manage their own health and wellbeing and be proactive partners in their care so they can live happy, independent and fulfilling lives; adding years to life and life to years.*

Includes commitments on promoting healthy behaviours and health protection, supporting people to age well, delivering personalised health and adult social care and end of life care.

*Shared outcome 4 - Support people with multiple health conditions to be part of a team with health and care professionals working compassionately to improve their health and wellbeing.*

Includes commitments on high quality primary care, multidisciplinary teams and support for carers.

*Shared outcome 5 - Ensure that when people need hospital services, most are available from people's nearest hospital; whilst providing centres of excellence for specialist care where that improves quality, safety and sustainability.*

Includes commitments on healthcare close to home, specialised health services and improving hospital discharge.

*Shared outcome 6 - Make Kent and Medway a great place for our colleagues to live, work and learn.*

Includes commitments on growing and supporting our shared workforce.

- 2.6 The Interim Strategy also includes 'enablers' that set out how partners will work together to achieve these outcomes, including through collaborating on research, championing innovation and embracing digital transformation. There are commitments to provide system leadership to tackle complex challenges together, explore opportunities for joint commissioning and pooling resources and act as 'anchor institutions'; using assets and resources to benefit the community.
- 2.7 The Interim Strategy concludes with a commitment to work together to listen to and involve people and communities going forward to inform the full strategy and continue to shape service provision and decision-making across the system.

#### Communication and engagement

- 2.8 Despite the limited timescales to produce the Interim Strategy, the Integrated Care System has sought opportunities to engage with Stakeholders through:

- 'Together We Can' Symposium on 28 October involving Members, leaders and senior managers across the County from KCC, NHS, Medway Council, Voluntary and Community Sector and Business leaders to comment and contribute to the Interim Strategy.
- Online platform for public and professionals to provide feedback (<https://www.kmhealthandcare.uk/about-us/kent-and-medway-health-and-care-symposium>).

2.9 However, there is much more to do. Broader public consultation will be delivered from early 2023 to shape the further development of the strategy and a Kent and Medway system-wide communications and engagement plan has been drafted and approved by the ICP on 8 December. Healthwatch Kent and Medway, as members of the ICP and experts in engaging with the public on issues relating to their health and wellbeing, are supporting this work. The VCSE is also represented on the ICP and will be part of the engagement and consultation process.

2.10 There is a requirement to include in the strategy details of communications and engagement plans across the Integrated Care System to ensure effective implementation. This will be a partnership approach between the ICB, KCC and Medway Council Communications Teams with an update on progress being shared with the ICP when available.

### **3. Financial implications**

3.1 There are no direct financial costs associated with the development of the Integrated Care Strategy for KCC other than staff time in supporting the Steering Group and Project Group overseeing its development. Further work on the consultation and engagement plan for the strategy is ongoing, but any financial or non-financial resources required to support that exercise will be met from within service budgets.

### **4. Equalities implications**

4.1 An Equality Impact Assessment has been led by the ICB and is attached to this report (Appendix 2). The NHS EIA template and process has been followed with partners providing commentary and input as appropriate. This is a live document and will be developed further as the consultation and engagement process takes place and the strategy is further iteratively developed throughout 2023.

### **5. Conclusion**

5.1 The development of the Kent and Medway Interim Integrated Care Strategy, although against exceptionally tight timescales set by DHSC, has proved a useful exercise in bringing the statutory partners together to set out a clear ambition across the health and care system for residents of Kent and Medway. It provides a strong platform to undertake further work on how we can further integrate and join up our commissioning, decision-making and service delivery as a system to ensure it is more effective at meeting both the needs of individuals and service users, but also the needs of our communities at a local and Kent wide level. As such, it represents the start of a process which will see KCC play an important part in developing and delivering through the Integrated Care System, which will

support both our wider organisational objectives and support the sustainability of our health and social care services.

## **6. Recommendation**

- 6.1 The Health Reform and Public Health Cabinet Committee is asked to **NOTE** the Kent and Medway Interim Integrated Care Strategy

## **7. Appendices**

Appendix 1: Kent and Medway Interim Integrated Care Strategy

Appendix 2: Equality Impact Assessment for the Kent and Medway Interim Integrated Care Strategy

## **8. Contact details**

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