

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 - 18 May 2023

Subject: Kent and Medway Interim Integrated Care Strategy Update

Classification: Unrestricted

Past pathway of paper: None

Future pathway of paper: None

Electoral Division: All

Summary: Improving the health of those we serve across Kent is increasingly a challenge and a shift to tackling the full range of health determinants rather than a more narrow health and care service focused approach is required. This requires partnership working across the system. Kent County Council has confirmed its commitment to partnership in its strategic document, Framing Kent's Future.

Against this backdrop, the Kent and Medway Integrated Care Partnership was required to produce an interim Integrated Care Strategy for Kent and Medway by the end of December 2022.

The draft Interim Integrated Care Strategy was approved by 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 Health Reform and Public Health Cabinet Committee considered the draft at its January meeting and the item was also discussed at the Kent Health and Wellbeing Board on 25 April 2023.

The Interim Strategy will be further developed into a version 2 of the Integrated Care Strategy by October 2023, including through extensive consultation with partners and the public, to better define the priorities, ambitions, and commitments of partners. Comments from Members on the Interim Strategy will be used to shape the development of the Strategy.

Importantly, against the background of the Strategy, Public Health colleagues will work closely with local partners to develop local actions to tackle the full range of Wider Determinants of Health locally.

Recommendation: The Health Reform and Public Health Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the contents of the report.

1. Introduction

- 1.1 This paper provides an update on progress around the development and delivery of the Kent and Medway Integrated Care Strategy following the paper received in January 2023. Kent County Council (KCC) has a key role within the Integrated Care Partnership (ICP) in developing the strategy in partnership with the Integrated Care Board (ICB, known as NHS Kent and Medway), and Medway Council.
- 1.2 The health challenges facing those we serve in Kent have been well rehearsed. Life expectancy is no longer increasing in the way it was and relative performance on many health outcome measures is declining in Kent compared with the national level. Measures of poor mental health such as depression are increasing in Kent more than nationally, and socioeconomic challenges including children in poverty are not improving as much as we see nationally. Lifestyle behaviours remain problematic with two thirds of people overweight and an increase in smoking levels in Kent for the first time in many years.
- 1.3 While there has been action across the county focused on tackling the Wider Determinants of Health (WDH) and tackling inequalities, the deteriorating position persists. We need to think what further or expanded action is needed to improve health.
- 1.4 The new NHS architecture, and the increased focus on system working and tackling the full range of health determinants will ensure the NHS, with partner colleagues, best consider both their impact on the WDH and how to optimise a whole system response, building on the work and approaches already in place in many districts and boroughs and with Voluntary Community Sector (VCS) partners.
- 1.5 Linked to this is the renewed focus within Kent County Council Public Health on tackling the wider determinants of health at scale with a recognition of the increased challenges and the need for a different, ambitious approach within both the team and the wider system. This will include closer links and working between aligned Consultants in Public Health with districts and boroughs and Health and Care Partnerships (HCPs).
- 1.6 The Integrated Care Strategy provides the framework in which local partners will work. It will support the council to fulfil its commitment made in Framing Kent's Future to integrate our planning, commissioning and decision making in adults, children's, and public health services. It further will help align delivery of Framing Kent's Future commitments around the key priorities of Levelling up, Infrastructure for Communities and, Environmental Step Change through an enhanced focus on tackling WDH by the NHS as well as wider ICP partners.
- 1.7 In summary, the strategy presents an opportunity to meet the health challenges we face, reaching beyond 'traditional' health and social care services to consider the wider determinants of health and joining-up health, social care and wider services.

2. The Interim Integrated Care Strategy journey to date

- 2.1 Members will recall that 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 due to be published in June 2023. While the Interim Strategy was informed by the existing priorities developed by partners across Kent, the nationally dictated timescale necessitated a rapid development, with limited engagement and consultation to date. As a result, the Strategy produced is an Interim version and further public, partner and stakeholder engagement will take place over spring and summer to allow a final, more informed Strategy to be agreed in autumn.
- 2.2 As the Committee was advised in January, the Interim Strategy was approved by Cabinet in December 2022 and the Interim Strategy was noted at the County Council meeting the same month. The Interim Strategy has separately been approved by Medway Council. The ICP approved the Interim Strategy at its Joint Committee meeting in December 2022, providing their endorsement of the document and a recommendation that it is approved by partner organisations. It was also discussed at the Kent Health and Wellbeing Board in April 2023.
- 2.3 As the system matures, it is expected that ICPs will refresh and further develop their Integrated Care Strategy. To that end, extensive consultation and engagement with partners and the public is planned through until autumn 2023. Comments from the Health Reform and Public Health Cabinet Committee on the Interim Strategy are therefore sought and will be fed into the next iteration along with feedback from the planned consultation and engagement activity.
- 2.4 The Committee has been previously informed about the process of development to date and the content of the published interim Strategy. Importantly, the strong involvement of Kent Public Health and the focus on WDH and prevention has led to the Director of Public Health agreeing that the planned Kent System Public Health Strategy be subsumed within the Integrated Care (IC) Strategy with the latter being the single overarching strategy around this. Further, it is agreed that the IC Strategy should additionally fill the role of the Kent Joint Health and Wellbeing Strategy.
- 2.5 The content was informed by work that Kent Public Health had undertaken to develop the planned Public Health Strategy and included existing priorities of both districts and boroughs and as well as Health and Care Partnerships (HCPs). This work defined a raft of draft proposed priorities that have been largely subsumed within the IC Strategy in addition to more centrally driven NHS priorities.
- 2.6 Members were previously advised around the limited wider engagement possible before the December publication date for the interim strategy. This included the launch of an online platform for public and professionals to provide feedback. This can be accessed on <https://www.haveyoursayinkentandmedway.co.uk/>

3. Activity since the last update

- 3.1 Broader public consultation has now commenced to shape the further development of the strategy and a Kent and Medway system-wide communication, and engagement plan has been approved by the ICP. 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 Voluntary and Community Social Enterprise (VCSE) is also represented on the ICP and will be part of the engagement and consultation process.
- 3.2 A survey has been published to obtain a baseline reading of public perception of their own health and wellbeing which can then be used over time to detect any change. It also asks at a very high level if anything is missing from the six strategy outcomes.
- 3.3 The Interim Strategy itself has already been published online, in full and shortened form, together with the opportunity for the public to post comments on each of the six strategy outcomes. A programme of public consultation and engagement will commence shortly. There will be engagement with Members to allow their views to better inform the evolving strategy.
- 3.4 Engagement of key local stakeholders around the strategy and how they can best contribute to improving health locally has commenced. This will include the development of HCP level action plans that will be collated to form a single action plan.
- 3.5 Discussions have taken place with local VCS Alliances across Kent and further discussions and workshops are planned with parishes and town councils through the Kent Association of Local Councils (KALC) to seek local views on the strategy and the actions that partners can take together to help improve local health.
- 3.6 Additionally, the Kent Public Health Team has been realigned so that named senior Consultants in Public Health can link with each HCP and district to help support the development of local action plans to best improve the health of local populations building on work already in train. This includes local workshops at a local level, with attendance agreed by partners, to help develop the action plans. It is important that these retain a focus on delivering, at scale, against the WDH.

4. Financial implications

- 4.1 There are no direct financial costs associated with the development of the IC Strategy for KCC other than staff time in supporting the Steering Group and Project Group overseeing its development. It is important however that future allocation of funding reflects, where appropriate, the agreed priorities and actions within the IC Strategy.

5. Equalities implications

- 5.1 An Equality Impact Assessment (EqIA) has been led by the ICB and was attached to the report received in January. The NHS EqIA 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.

- 5.2 The Strategy has a focus on tackling the WDH, many of which relate to inequalities in society and in access to services. Making positive changes to reduce inequalities across the whole system and all groups is central to the strategy.

6. Conclusion

- 6.1 The development of the Kent and Medway Interim Integrated Care Strategy, although against exceptionally tight timescales set by DHSC, provides an opportunity to refocus system action to tackle the key health challenges faced by the people of Kent. This crucially includes a shift to tackle the full range of WDH rather than a more narrow focus around health and social care.
- 6.2 This is a complex challenge and one that requires strong partnerships with districts, parishes and communities themselves as well as with NHS colleagues.

7. Recommendations

<p>7.1 Recommendations: The Health Reform and Public Health Cabinet Committee is asked to CONSIDER and COMMENT on the contents of the report.</p>

8. Background Documents

The Interim Kent and Medway Integrated Care Strategy can be accessed [here](#).

9. Report Author

Mike Gogarty
Interim Consultant in Public Health
Mike.gogarty@kent.gov.uk

Relevant Director

Dr Anjan Ghosh
Director of Public Health
Anjan.ghosh@kent.gov.uk