

From: Dan Watkins Cabinet Member for Adult Social Care and Public Health
Anjan Ghosh, Director of Public Health

To: Kent Health and Wellbeing Board, 25 April 2024

Subject: Kent and Medway Integrated Care Strategy/Joint Local Health and Wellbeing Strategy

Classification: Unrestricted

Summary:

This report provides members of the Health and Wellbeing Board with the final version of the Kent and Medway Integrated Care Strategy for approval.

It was agreed that the Integrated Care Strategy should be the Kent Joint Health and Wellbeing Strategy. Given that the Kent area covers most of the Integrated Care System's footprint, having a single strategy for the health and wellbeing of the population of Kent will provide clarity and ensure that all partners are focused on delivering the shared outcomes that have been identified.

Members will be familiar with the Strategy and the Board have had the opportunity to provide input. Since the last Health and Wellbeing Board meeting the strategy has been approved through all the statutory partner's governance processes following on from the interim version being refreshed to reflect the views, priorities and needs of people across Kent and Medway and the partners across the system working to support them.

Recommendation(s):

The Health and Wellbeing board is asked to approve the Integrated Care Strategy in its role as Kent's Joint Local Health and Wellbeing Strategy, attached as appendix A.

1. Introduction

1.1 It has been agreed that the Kent and Medway Integrated Care Strategy should perform the role of the Kent Joint Local Health and Wellbeing Strategy. Given that the Kent area covers most of the Integrated Care System's footprint, having a single strategy for the health and wellbeing of the population of Kent will provide clarity and ensure that all partners are focused on delivering the shared outcomes that have been identified.

1.2 It is a statutory requirement for ICPs to prepare an Integrated Care Strategy. Kent County Council is a lead partner in the Kent and Medway Integrated Care System (ICS), and a statutory member of the Kent and Medway Integrated Care Partnership (ICP). The Integrated Care Strategy for Kent and Medway is attached for approval as the Kent Joint Health and Wellbeing Strategy. (appendix A).

- 1.3 In its Council Strategy, Framing Kent's Future, KCC has committed to seize the opportunity of integrating planning, commissioning and decision making in adults', children's, and public health services through being a partner in the Kent and Medway Integrated Care System at place and system level. Through its statutory requirements and the commitments it has made, KCC has been a key partner in the development and implementation of the Integrated Care Strategy.
- 2. The Kent and Medway Integrated Care Strategy/Joint Health and Wellbeing Strategy**
- 2.1 Members will be familiar with the requirement to produce an ICS strategy based on the local ICS footprint. This represented a real opportunity in Kent to catalyse thinking and action with a focus on the need to tackle the wider determinants of health and to recognise and support the key role of wider system partners in tackling health and wellbeing challenges. Additionally, it helps focus NHS plans and activity on what they can do to tackle both upstream, wider health determinants and inequalities.
- 2.2 There was a national requirement for all ICPs to publish their first Integrated Care Strategy by the end of 2022. Due to the short time allowed for development, with ICSs only becoming formalised in July 2022, an Interim Integrated Care Strategy for Kent and Medway was produced and approved by the ICP and statutory partners in December 2022. All partners committed to refreshing it by the end of 2023 to allow time for consultation with stakeholders and the public, to deepen the Strategy and strengthen the focus on delivery. The Strategy was approved by KCC Cabinet on 4 January 2024, following consideration at the relevant Cabinet Committees. It was launched to the public and partners through joint communication messages on 4 April following the ICP meeting. With the Strategy in place, it is now time to focus on the delivery. The proposed approach to this and action to date is the subject of a separate paper.
- 2.3 The purpose of the Joint Health and Wellbeing Strategy/ Integrated Care Strategy is to set the strategic direction and priorities for the health and wellbeing of the population across Kent (and the wider ICS). The strategy presents an opportunity to do things differently, further integrating health and care services to better meet the needs of individuals and communities, support the sustainability of health and care services and go beyond 'traditional' NHS and social care services to enable action on the wider determinants of health with other partners. The wider determinants of health are critical because it is known that only about 20% of a person's health is related to clinical care, with the other 80% being attributable to health behaviours, socio-economic factors including education, employment and family/social support, and the built environment¹. The importance of tackling the full range of wider determinants has been previously considered by the Board.
- 2.4 It has previously been proposed that the Integrated Care Strategy be adopted as the Kent Joint Health and Wellbeing Strategy. While there is some difference in the geographical footprint of the two strategies, with the former covering Medway, the majority of the population served and the action required focusses on the

¹ Robert Wood Johnson model, [Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute, US County health rankings model 2014](#)

people of Kent. Having a single strategy minimises risks of duplication, differences and overlap and allows a single joined up and coordinated strategic approach. Rallying around the centrally required IC Strategy helps optimise NHS alignment with agreed system endeavours. It further aligns the interest and actions of this Board and of the ICP.

3. Monitoring Progress in Delivery of the Joint Health and Wellbeing Strategy

- 3.1 The Board will want to consider how they wish to be assured of progress in delivering the JHWS. This is discussed again in the paper around delivery.
- 3.2 The ICP has a role to monitor the impact that delivery of the shared outcomes in the strategy is having on improving the health and wellbeing of the population and highlight where this needs to go further. To support the ICP to do this, Public Health teams in KCC and Medway Council have worked with health colleagues to develop a set of strategic indicators using a 'logical framework' methodology. Some of these indicators have been included in the outcomes pages of the strategy to illustrate the impact that successful delivery would bring. The final set of indicators is still being finalised to reflect feedback from relevant officers across the lead organisations. A draft of the full set is provided with the paper on Delivery.
- 3.3 The ICP will receive annual updates on the indicators. Where the indicators suggest more progress is needed, the Shared Delivery Plan will support the ICP to understand the strategies and activities around a particular issue. The ICP is refreshing its meeting structure to include in-depth themed discussions on different priorities within the strategy, which will reflect on the experiences of people drawing on care and support and people working across the System.

4. Financial Implications

- 4.1 No direct costs are associated with the approval of the Integrated Care Strategy. Costs for consultation activity and officer time in developing the strategy have been managed within existing budgets.
- 4.2 The Integrated Care Strategy sets out the vision for further integration of our services to better meet health and care needs and make the best use of resources. Delivery of the strategy will be managed through more detailed delivery and commissioning plans across the system, where specific financial implications will be identified and managed.

5. Legal implications

- 5.1 KCC is a partner local authority in the Kent and Medway Integrated Care System and a statutory member of the Kent and Medway Integrated Care Partnership. The Health and Care Act 2022 requires Integrated Care Partnerships to produce an Integrated Care Strategy to set out how the assessed health and care needs of the area can be met through the exercise of the functions of the Integrated Care Board, partner local authorities or NHS England. Integrated Care Systems must draw on the Joint Health and Wellbeing Strategies and Joint Strategic Needs Assessments in producing their Integrated Care Strategies. Commissioners must have regard to the relevant Integrated Care Strategy when exercising any of their functions, so far as relevant.

6. Equalities implications

- 6.1 An Equality, Diversity and Inclusion Impact Assessment has been completed for the Integrated Care Strategy and is attached as appendix B. This has been led by colleagues at NHS Kent and Medway with input from KCC.
- 6.2 The Integrated Care Strategy aims to improve health and wellbeing outcomes for all people in Kent and Medway, with a particular emphasis on addressing health inequalities and providing more support for those with the greatest need including needs associated with protected characteristics. Subsequently, the assessment identifies that there is potential for positive impact for all protected characteristic groups, to eliminate discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relations between people who share a protected characteristic, and therefore meets the requirements of the Public Sector Equality Duty.

7. Conclusions

- 7.1 The Integrated Care Strategy is the underpinning document that sets out the ambitions that we have as partners. It has been developed collaboratively and will provide a useful focus and catalyst for an enhanced approach to tackling the wider determinants of health and offers our best opportunity in tackling key health and wellbeing challenges together. It is proposed that the Board adopt the Strategy as the Kent Joint Health and Wellbeing Strategy.
- 7.2 The accompanying paper, looking at the Shared Delivery Plan, considers how the Board may wish to be Assured of, and support Delivery of the Joint Health and Wellbeing Strategy.

8. Recommendation(s):

The Health and Wellbeing board is asked to approve the Integrated Care Strategy in its role as Kent's Joint Local Health and Wellbeing Strategy, attached as appendix A .

9. Appendix A

Kent and Medway Integrated Care Strategy

10. Contact details

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