

# Developing our Five Year NHS Joint Forward Plan for South Yorkshire

## 1. Purpose

1.1. The purpose of this paper is to provide an update on the work that is underway to develop our Initial Five Year NHS Joint Forward Plan for South Yorkshire.

## 2. Context – South Yorkshire Integrated Care Strategy

2.1. Our initial Integrated Care Strategy for South Yorkshire was developed at pace between September and December 2022 and informed by

- A refresh of the South Yorkshire population health needs assessment
- Insights from what the public and patients have told us are important to them
- Building on all our existing Strategies and Plans including our Health and Wellbeing Strategies, Place Health and Care Plans and our South Yorkshire Strategic Plan.
- The work of our South Yorkshire Integrated Care Partnership since 23 September 2022

2.2. An engagement draft of our initial Integrated Care Strategy was circulated and uploaded online ahead of the Integrated Care Partnership Meeting in public on 20<sup>th</sup> December and the essence of the strategy was considered in the meeting.

2.3. Feedback was received from a broad range of system partners including Health and Wellbeing Boards, Place Partnerships and NHS Provider Collaboratives and Alliances. Feedback was also received from Healthwatch.

2.4. Almost all the feedback acknowledged the effort made to engage broadly with a wide range of stakeholders, patients and the public within the challenging timeline set nationally. There was strong support for continued engagement and the need to understand who we have not heard from and how best to work together to reach out to them.

2.5. Overall the feedback was in support of the direction of travel set out in the our initial Integrated Care Strategy, particularly the shared outcomes, bold ambitions and joint commitments set out on the plan on a page.

2.6. The Strategy is underpinned by the development of an outcomes framework that has been further developed into a dashboard format to enable progress to be monitored over time.

2.7. The Joint Health Overview and Scrutiny Committee considered the engagement approach, and the final draft of our initial Integrated Care Strategy on 20<sup>th</sup> March. A final full version of our initial Integrated Care Strategy, an executive summary and an easy read version was published on Friday 24<sup>th</sup> March at the last Integrated Care Partnership Meeting.

2.8. Partners also considered an outline proposal to progress the strategy. This included a proposal to develop an ICP Operational Group to plan a series of mini workshops, one for each of the bold ambitions and a set of 'think and do tanks' to consider our joint commitments. The NHS Joint Forward Plan was also identified as a key delivery vehicle for our initial Integrated Care Strategy setting out the NHS contribution. This paper provides an update on progress to develop our initial NHS Joint Forward Plan for South Yorkshire.

### 3. National Expectation - NHS Five Year Joint Forward Plan (JFP)

3.1. NHS England published guidance on developing Five Year NHS Joint Forward Plans (JFP) in December 2022, alongside the annual Operational Planning Guidance.

[B1940-guidance-on-developing-the-joint-forward-plan-december-2022.pdf](#)  
([england.nhs.uk](http://england.nhs.uk))

3.2. Joint Forward Plans (JFP) are expected to set out how Integrated Care Boards together with their partner NHS Trusts will arrange and provide NHS services to meet both the physical and mental health needs of their local population, aligned to local joint strategic needs assessment and Health and Wellbeing Strategies.

3.3. The guidance is clear that systems are to use their Joint Forward Plan as a shared delivery plan for their Integrated Care Strategy, setting out the NHS contribution. The expectation is that year one is closely aligned to operational planning submissions for 23/24. Our NHS Operational Plan for South Yorkshire for 2023/24 has been submitted to NHS England.

3.4. It is expected that JFPs will also address the NHS universal commitments, that is the areas identified in the NHS Long Term Plan and alongside this contribute to the delivery of the ICS' four core purposes. It is expected that the JFP will include the following:

- **Workforce** – Evidence based, integrated and inclusive workforce plans, aligned to operational planning, activity and finance plans.
- **Performance** – Specific performance ambitions with trajectories and milestones that align to operational plan submissions, with regard to LTP ambitions.
- **Digital/data** – Steps to increase digital maturity, contributing to delivering a digitised interoperable and connected health and care system.
- **Estates** – Steps to create stronger, greener, smarter, better health and care infrastructure with efficient use of resources and capital to deliver them.
- **Procurement/supply chain** – Plans to deliver procurement to maximise efficiency, aggregation of spend and demonstrate delivery of best value.
- **Population health management** – The approach to supporting implementation of more preventative and personalised care models, data and insight driven.
- **System development** – How the system will organise itself for delivery, governance, role of places, provider collaboratives, clinical and care leadership and organisational development.
- **Supporting wider socio economic development** – How the ICB and NHS Trusts will support development and delivery of local strategies to influence social, environmental and economic factors that impact on health and wellbeing.

3.5. The JFP is also expected to enable us to dispatch the following legal requirements:

- Arrange for the population of health services for the population
- Duty to promote integration
- Duty to have regard to wider effect of declarations
- Financial duties
- Duty to improve quality of services
- Duty to reduce health inequalities
- Duty to promote involvement of each patient
- Addressing the particular needs of children and young people
- Duty to involve the public
- Duty to patient choice
- Duty to obtain appropriate advice
- Duty to promote innovation
- Duty in respect of research
- Duty as to climate change
- Duty to promote education and training
- Addressing the particular needs of victims of abuse

**3.6.** There is an acknowledgment that not dissimilar to the Integrated Care Strategy the ask to develop our Joint Forward Plan comes at a significantly challenging time. A time when the NHS is recovering from the covid pandemic, there is ongoing industrial action and there are significant workforce and operational pressures across services. It is within this challenging context that we are developing our initial Joint Forward Plan.

#### **4. Developing our initial Five Year NHS Joint Forward Plan for South Yorkshire**

##### **4.1. Engagement Approach – Citizens, Patients and Carers**

- To ensure that our initial Integrated Care Strategy was informed by people living in South Yorkshire we took a phased approach to engagement. Working within the challenging national timeline we started by understanding what matters to people living in South Yorkshire by gathering insight from a wide range of engagement and involvement activities undertaken in South Yorkshire in the last two years by our partners, from 284 different sources. We then asked our communities as simple question to build on this: **‘What Matters to You’?**
- This campaign took place over November and December 2022. Working with our local Healthwatches and voluntary, community and social enterprise sector (VCSE) we reached out to as many people as possible in South Yorkshire, including our health and care workforce, children and young people, under-represented and socially excluded groups and more than 500 individuals and groups responded.
- The engagement work identified that there was a need for more information about health prevention and availability of different health and social care services, to make it easy for people to access health and social care services and removing barriers and to provide people with the information, tools and capacity to manage their own care.



- Individuals and groups said their highest priorities were **access to and quality of care**, improving mental health and wellbeing, support to live well, the wider determinants of health, and affordability, given the pressure on the cost of living. All of these themes were used to shape our Integrated Care Strategy and will now inform our Joint Forward Plan.
- Building on the engagement to inform our initial Integrated Care Strategy we made a commitment to ongoing engagement and as part of this ensuring that we hear from those we are yet to hear from and therefore we chose to 'continue the conversation'



- We have commissioned Healthwatch Barnsley, Doncaster and Sheffield and Voluntary Action Rotherham to work with our underserved communities and asked them to focus on the most deprived communities in South Yorkshire (all of which are in the 20% most deprived nationally) and to ensure they chose some communities with a high proportion of ethnic minority groups as well as some with lower proportions of minority ethnic communities. They were also looking to engage other groups that suffer worse outcomes, (other than deprivation and ethnicity):
  - Inclusion groups, such as people who experience homelessness, drug and alcohol dependence, vulnerable migrants, Gypsy, Roma and Traveller communities, sex workers, people in contact with the justice system and victims of modern slavery
  - Disabilities - physical as well as mental health and learning disabilities, autism and their carers.
  - Vulnerable children, that includes those in care and those leaving care (17–19-year-olds), those with gender identity issues

- Digitally excluded communities
- Healthwatch have used their expertise to develop a script to engage communities with and as well as taking a targeted approach this has been used to develop a survey for the general public to reach as many people as possible. The findings will be analysed independently and fed into our developing Joint Forward Plan.
- We are encouraging self-selecting citizens to participate in our survey by targeting our 1,200 NHS South Yorkshire membership, who are representative of the communities we serve; our 72,000 health and care staff employed by ICP partner organisations, sending to our elected members, and using digital channels (the approach utilised for the ICP Strategy).
- We are also looking to extend our reach with social media advertising and on street/ telephone surveying of 1000 demographically reflective members of our population.

#### **4.2 Working together to develop our initial Joint Forward Plan for South Yorkshire**

- A Joint Forward Plan Coordination Group has been established to bring together NHS partners, places, provider collaboratives and alliances to coordinate our initial JFP for South Yorkshire. It builds on significant work to date, our strategic baseline, work to understand our transformation programmes and develop change plans in the ICB, and work undertaken through our provider collaboratives and alliances to bring people together to consider and agree priorities for their respective areas of focus.
- Since January 2023 work has progressed at pace including:
  - Ensuring all constituent members are sighted on our initial Integrated Care Strategy, our vision, shared outcomes, bold ambitions and joint commitments.
  - Revisiting the South Yorkshire Strategic Health Needs Assessment (HNA) and taking account of our strategic baseline assessment.
  - Taking account of our strategic baseline assessment and the requirements of the 23/24 operational priorities and the Long-Term Plan priorities
  - Building on the engagement and involvement approach which shaped our Integrated Care Strategy, continuing the conversation working with Healthwatch and VCSE (as described)
  - Building on all our existing Strategies and Plans, including Health and Wellbeing Strategies, Place Integrated Health and Wellbeing Plans and our South Yorkshire Five Year Strategic Plan (2019).
  - Taking a distributed leadership approach across our places, provider collaboratives and alliances, to gather key information and milestones through a co-produced template to enable development of an action focused JFP
  - Developing an outline structure for our initial JFP
  - Bringing together lead(s) to share outputs of initial template submissions with a focus on:
    - Year 1 & 2 ensuring alignment with the national operational planning requirements
    - Enable discussion around key enablers, workforce, digital and innovation, and
    - to consider cross-cutting themes e.g., how we take a prevention first, population health approach and reduce health inequalities in all that we do.

- Work to identify our JFP strategic objectives and start to bring together our ‘working draft’ of our initial Joint Forward Plan.
- Bringing together NHS leaders through our System Leaders Executive Group to consider the emerging shape of the plan and system development on 9<sup>th</sup> May, with a further session planned in early June.
- The following have been identified as our Joint Forward Plan Strategic Objectives as they are all essential to enable delivery:

Reducing health inequalities and a prevention First NHS	Improving access, quality & Transforming Care	Supporting and developing our entire workforce	Partnerships and Collaboration to deliver our plan	Digital, data and innovation	Making the best use of our total resources
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- The priorities in year 1 and 2 include a focus on improving timely access and quality of care, as identified as what matters most to people and a focus on the areas identified in the operational planning guidance as set out below, including the 31 national operational planning requirements:

Urgent and emergency care	Diagnostics	Primary care	Maternity	Learning disabilities and autism
Elective care	Cancer	Community health services	Health inequalities	Mental Health
Use of resources – balanced net system financial position				
Workforce – NHS People Plan delivery				

- The following diagram sets out how the shape of our initial SY JFP is developing:

## South Yorkshire Joint Forward Plan Summary





- Alongside the work to develop our SY NHS Five Year JFP and Operational Plan for 23/24 Place Partnerships have been refreshing their integrated health and care place delivery plans. These plans are fundamental to delivery and as such it is envisaged that they will be ultimately hyperlinked into our final JFP. They are currently at different levels of development with most being considered in through place partnership during in April.
- Provider Collaboratives and Alliances have also been developing detailed delivery plans for year 1 and 2, whilst simultaneously considering the longer term. As part of this a number of key strategies are under development, including a number of service focussed practical strategies:
  - A Clinical Strategy led by the South Yorkshire and Bassetlaw Acute Federation
  - A Strategy for Children and Young People, led by the CYP Alliance
  - A Mental Health Strategy, co-produced with the Mental Health and LD Provider Collaborative and ICB.
  - A Cancer Strategy led by the Cancer Alliance
- Work is also underway to expand the Outcomes Framework developed to support our initial Integrated Care Strategy to include the key measures and metrics that align to the JFP objectives and priorities. As the JFP and ICP strategy have the same vision and ultimate goals it makes sense to expand the Outcomes Framework. The Framework will support the Integrated Care Board and NHS Partners in measuring and evaluating its role in improving patient outcomes, population health and system performance as well as its progress towards the goals in our Integrated Care Strategy.
- A draft of our initial Joint Forward Plan for South Yorkshire will be shared with Health and Wellbeing Boards, Place Partnerships and the Integrated Care Partnership for feedback in late May.

## 5. Recommendations:

The Doncaster Health & Wellbeing Board is asked to:

- Note and support the engagement work to date, which builds on the approach taken to inform our Integrated Care Strategy.
- Note the work underway to develop the initial Five Year NHS Joint Forward Plan for South Yorkshire

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