

Divisions Affected - All

Oxfordshire Health and Wellbeing Board

29th June 2023

Buckinghamshire, Oxfordshire and Berkshire West (BOB) Joint Forward Plan (JFP)

Report by Robert Bowen, Acting Director Strategy and Partnerships, BOB ICB

RECOMMENDATION

1. The Health and Wellbeing Board is RECOMMENDED to

Agree the wording in Appendix A as its formal opinion on whether the Joint Forward Plan takes 'proper account of the joint local health and wellbeing strategy'

Executive Summary

2. Buckinghamshire, Oxfordshire and Berkshire West (BOB) Joint Forward Plan (JFP) describes how the Integrated Care Board (ICB) and partner NHS trusts are required to develop an annual, five year Joint forward Plan. This plan intends to balance delivery of the BOB Integrated Care Strategy ambitions with delivery of the other NHS commitments.
3. The plans have been developed jointly with BOB Integrated Care System (ICS) partners with input and feedback from wider system and public engagement, including input from local authority partners, which has informed the development of the JFP.
4. ICBs and their partner trusts must involve relevant HWBs in preparing or revising the JFP. This includes sharing a draft with each relevant HWB, and consulting on whether the JFP takes proper account of each relevant joint local health and wellbeing strategy (JLHWS).
5. Health and Wellbeing Boards are required to provide comment on the JFP's alignment to current health and wellbeing strategies through June 2023 – specifically whether the draft Joint Forward Plan takes proper account of each joint health and wellbeing strategy.
6. The JFP will be formally published by the end of June 2023.

Introducing the Joint Forward Plan

7. Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care Board (ICB) and its partner trusts are required to publish the first Joint Forward Plan (JFP) by 30 June 2023.
8. [National Guidance](#) sets out that at a minimum the JFP needs to describe how the ICB and partner NHS trusts “intend to arrange and/or provide NHS services to meet their population’s physical and mental health needs. This should include the delivery of universal NHS commitments”. Additionally, systems are encouraged to use the JFP to develop a shared delivery plan for the Integrated Care Strategy and the Joint Local Health and Wellbeing Strategies (JLHWS).
9. The Buckinghamshire, Oxfordshire and Berkshire West JFP addresses these ambitions across our organisations and also recognises the value and importance of our partnerships with local authorities in the ongoing development and delivery of services for the benefit of the people and communities who live and work in our areas.
10. The JFP sets a rolling five-year ambition and will be updated annually before the beginning of each subsequent financial year.
11. There are four supporting documents with this paper:
 - Appendix A - Proposed HWB Response to JFP
 - Appendix B - Joint Forward Plan Summary
 - Appendix C - JFP Feedback Themes and Responses
 - Joint Forward Plan – [All documents and appendices](#)

Aligning to joint health and wellbeing strategies

12. As described in previous meetings with the health and wellbeing board, the Joint Forward Plan has been developed specifically in response to the ambitions of the Integrated Care Strategy, signed off by the ICP in March 2023. The strategy was developed jointly by system partners, including local authority representatives, to reflect the needs of local populations as described in the local health and wellbeing strategies.
13. The Joint Forward Plan has subsequently been developed with further input from system partners to ensure these ambitions are reflected and local needs are taken into account.
14. The ICB and partner NHS trusts are required to consult with Health and Wellbeing Boards on “whether the draft takes proper account of each JLHWS [Joint health and wellbeing strategy] published by the health and wellbeing board that relates to any part of the period to which the JFP relates”. The Health and Wellbeing Board must respond with its opinion and may also send

that opinion to NHS England, telling the ICB and its partner trusts it has done so - see page 7 of national guidance (paragraph 8) on developing the Joint Forward Plan.

15. Our JFP, guided by the vision set out in the Integrated Care Strategy, aligns with and builds on the strategies, approaches and targets set out by our three local health and wellbeing strategies developed by the five Health and Wellbeing Boards across BOB. We recognise that Oxfordshire have set out key priorities in the joint local health and wellbeing strategy:
 - Agreeing a coordinated approach to prevention and “healthy place shaping”
 - Improving the resident’s journey through the health and social care system (as set out in the Care Quality Commission action plan)
 - Agreeing an approach to working with the public so as to re-shape and transform services locality by locality
 - Agreeing plans to tackle critical workforce shortages.

16. The Oxfordshire HWB Board is in the process of updating and reviewing its Strategy as the current one runs until 2023. Staff from the Integrated Care Board and the Oxfordshire based NHS provider organisations are part of the Task and Finish Group for that work. As this new strategy emerges there will be continued alignment between this and the Joint Forward Plan. The JFP will be updated on an annual rolling basis and HWBs will be consulted on any significant changes made each year and within year. Progress will be reported to the ICB Board twice yearly.

17. We are confident that the BOB Joint Forward Plan takes into account the HWS strategic priorities and are reflected in the service delivery plans aligned to the five themes of the Integrated Care Strategy – Promoting and Protecting Health, Start Well, Live Well, Age Well and Improving Quality and Access to services.

18. We also know we need to do more as a system to address the wider determinants of health and our social and economic improvement responsibilities and we will be developing our plans with system partners for how we can do this over the coming months.

19. The table below sets out the alignment (based on the current 2019-2023 strategy).

Oxfordshire Health and Wellbeing Priorities	Mapping to the BOB Joint Forward Plan
<p>Agreeing a coordinated approach to prevention and “healthy place shaping”</p>	<p>A greater focus on prevention and keeping people well in their communities is a fundamental principle of the Integrated Care Strategy and the Joint Forward Plan. Our ambition to move to a more prevention and community - based model of care can be seen throughout the service delivery plans in the Joint Forward Plan (see JFP Appendix A: Service Delivery Plans).</p> <p>Our overall approach to prevention is described in the first of the five strategic themes within the JFP: Promoting and Protecting Health. This focuses on our approach to tackling inequalities in access, experience and outcomes and prevention and working to keep people healthier for longer through increased primary and secondary prevention activities.</p> <p>Our JFP outlines plans to work together to reduce demand for reactive services and shift the focus to preventative care. This can also be evidenced in the ‘Live Well’ strategic theme where there are specific plans to address Long Term Conditions such as Cardiovascular disease. These plans aim to increase preventative interventions for those with or at risk of developing Long Term Conditions and to improve health outcomes for those living in BOB. This section also outlines plans to empower individuals to manage their own health supported in their communities.</p> <p>Additionally, the Promoting and Protecting Health section of the JFP outlines our plans for supporting people to stay healthy – for example through weight management and increasing physical activity in the community. Specific outcomes we are trying to achieve</p>

are to reduce the proportion of people who are overweight or obese in BOB including children and young people.

Improving the resident's journey through the health and social care system (as set out in the Care Quality Commission action plan)

Our Joint Forward Plan recognises the challenge that people living in BOB face in the health and care system. The ambition to tackle accessibility and user experience challenges are addressed across two of our four key challenge areas.

The Model of Care challenge aims to create an integrated approach to primary care, accelerating opportunities for integrated neighbourhood teams. This aims to help with the issues citizens have with their journey through the BOB care system and move care closer to home to avoid unnecessary touchpoints in the health and social care system.

Additionally, this is recognised in the user experience challenge where access and waiting times are addressed and transformational plans have been put in place to improve the journey for patients.

The 'Improving Quality & Access' strategic theme in the JFP outlines specific service delivery plans to improve and transform services across Primary Care, Planned Care, Urgent & Emergency Care and Palliative and End of Life Care. These plans have extensive detail regarding our ambition to ensure services are effective, efficient and joined up across the system.

Our enabling Digital Strategy will support the transition to the new system of care through digitising, connecting and then transforming our digital, data and technology capabilities

to help improve the way people move through our health and care services.

Agreeing an approach to working with the public so as to re-shape and transform services locality by locality

The public have been directly involved in shaping the BOB Integrated Care Strategy and have had the opportunity to comment on the draft version of the JFP. We have taken their feedback into account and addressed them, where appropriate.

The Joint Forward Plan will be delivered in partnership with leaders and staff working closely with our populations at every level across the system, through our Place Based Partnerships, as integrated locality teams, or extending beyond our ICS borders when that is what is needed.

Our main JFP document outlines the role of Place Based Partnerships in delivering local arrangements and bringing together system partners to deliver the outcomes that matter to each 'Place'. We recognise that decisions about the delivery of services can best be taken close to the people who use those services. This is especially true when designing services to reduce inequalities experienced by our most vulnerable residents and those in the most deprived communities.

Our ambition to deliver personalised care can be seen across many service delivery plans through the JFP. For example, within the 'Start Well' strategic theme, the service delivery plan for Maternity and Neonatal services has a focus on personalisation to transform the way care is provided, by listening and engaging with women and families to improve service user experience.

In our 'Improving Quality & Access' strategic theme, the service delivery plans for

Palliative and End of Life Care are focused on co-designing PEOLC through provider collaboratives and in partnership with the people who have lived experience of these services. We recognise the importance of working with the public to transform and improve services in each local area.

Agreeing plans to tackle critical workforce shortages

The workforce challenges we face as a system in BOB, and our plans to address them, are referenced throughout the JFP. We know that workforce shortages can affect all front line service areas and others such as digital capabilities. To support our workforce plans we are also developing our enabling estates strategy.

In the Supporting and Enabling Delivery (last section of Appendix A) section of the JFP, there is a specific service delivery plan focused on Workforce. This outlines our collective ambition through system collaboration to ensure we have an integrated workforce that is looked after, feels valued and respected and is reflective of our communities. We are focusing on improving recruitment and retention through a collaborative focus on strategic workforce planning and developing innovative attraction action plans to support key areas of workforce shortages.

The JFP recognises the scale of the workforce challenge we face in BOB, and that a stable and resilient workforce is critical in ensuring we can deliver health and care services sustainably. The JFP therefore identifies system sustainability, including a specific focus on workforce, as one of our biggest system challenges where we will develop a long-term transformational

approach and where greater collaboration and system working is required. It is recognised that there is already much work underway to address workforce challenges and we will continue to work with system partners to agree a way forward on building workforce stability and mobility.

Within the service delivery plans, workforce is a consistent cross-cutting theme and recognised as a key enabler to delivering on our plans and ambitions. Service areas have developed specific workforce-focused plans where appropriate to ensure we have the right capability and capacity to deliver. For example, the primary care service delivery plan outlined a key focus on building GP led, integrated neighbourhood teams which will be supported by a sustainable workforce plan.

20. Additional information on how the Joint Forward Plan aligns to the ambition of the Integrated Care Strategy can be found in the JFP supporting documents.
21. There are four supporting documents with this paper:
 - Appendix A – Proposed HWB Response to JFP
 - Appendix B- Joint Forward Plan Summary
 - Appendix C – JFP Feedback Themes and Responses
 - Joint Forward Plan – [All documents and appendices](#).

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