

# One Gloucestershire Integrated Care System (ICS)

## Ambitious for the future

Gloucester City Council Overview and Scrutiny Committee

March 2023



# Purpose of this presentation

- From 1 July 2022, One Gloucestershire Integrated Care System (ICS) became a legal entity.
- The ICS brings together the NHS, social care, public health and other public, voluntary and community sector organisations.
- We know that by working together we can better respond to the challenges facing us today, but also improve health outcomes and address health inequalities over the longer-term.
- The purpose of this presentation is to outline our emerging priorities for Gloucestershire whilst describing the changes that are taking place.



**1** Our vision for  
health and care  
- and key  
priorities



# Our vision for health and care in Gloucestershire

## Our vision for health and care in Gloucestershire:

*To improve the health and wellbeing of our population, we believe that by all working better together - in a more joined up way, and using the strengths of individuals, carers and local communities - we will transform the quality of support and care we provide to all local people.*

\*will be replaced with new vision when agreed

## We will do this by focusing on three areas:

1

Health and care services today

2

Transforming what we do now

3

Making Gloucestershire a better place for the future

# Our priorities



## Health and care services today:

- Supporting improvements in urgent and emergency care
- Reducing waiting times for appointments, treatment and operations as we recover from the pandemic
- Expand and improve mental health services for people of all ages including support for people with learning disabilities and autism.



## Transforming what we do now:

- Developing and supporting our existing workforce whilst attracting new people to come and work in Gloucestershire
- Making the most of data and technology to support your care
- Making best use of the 'Gloucestershire pound' and delivering services efficiently.



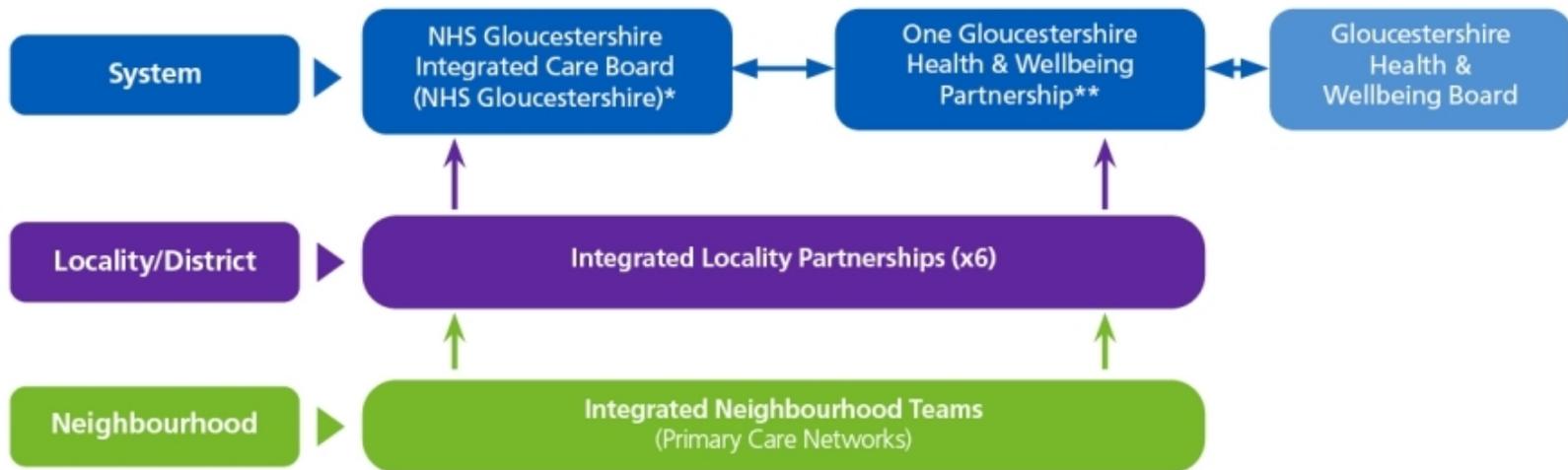
## Making Gloucestershire a better place for the future:

- Improving care across Gloucestershire, closer to home where possible
- Improving the health and wellbeing of our citizens across their lifetime
- Reducing health inequalities
- Supporting broader social and economic development.

**2** What changed in  
July 2022  
and how we now  
make decisions



# One Gloucestershire Integrated Care System (ICS)



## One Gloucestershire system network

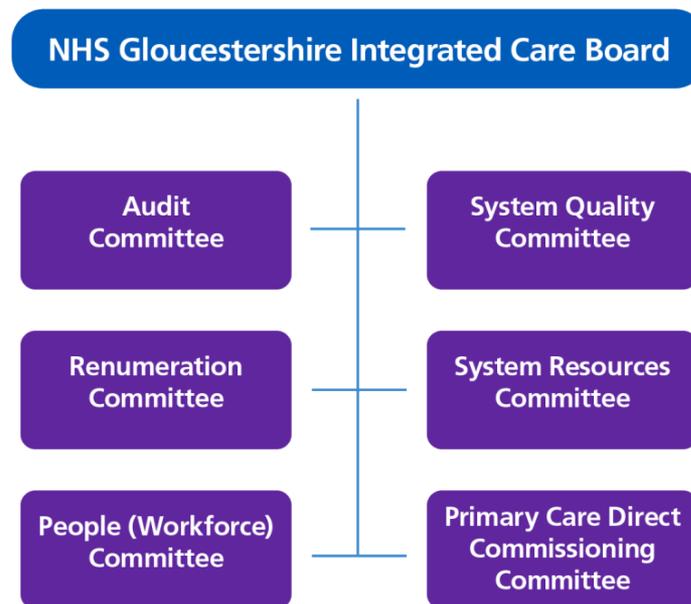
- Primary care providers
- Gloucestershire Health and Care NHS Foundation Trust
- Gloucestershire Hospitals NHS Foundation Trust
- South Western Ambulance Service NHS Foundation Trust
- Gloucestershire County Council
- District Councils
- Care providers
- Housing providers
- Voluntary, Community and Social Enterprise sector
- Police and fire services
- Higher education (including University of Gloucestershire)
- Healthwatch Gloucestershire
- NHS England
- Public, service users and carers

\*responsible for planning and buying services to meet the health needs of local people. Brings partners together to ensure the county's NHS provides the best possible care.

\*\*brings together health, social care, public health and other public, voluntary and community sector partners. Works to improve the health, wellbeing and care of our citizens at every stage of life. Aligned to the Gloucestershire Health and Wellbeing Board.

# NHS Gloucestershire Integrated Care Board (ICB)

- NHS Gloucestershire Integrated Care Board (NHS Gloucestershire) is responsible for deciding how NHS money is spent.
- The ICB is also responsible for developing a plan to meet the healthcare needs of local people.
- The ICB is made up of a formal Board and Committee structure.
- The Board brings together Executive and Non-Executive Directors as well as partner members from local NHS organisations (NHS Trusts and Primary Care) as well as the Local Authority.



# One Gloucestershire Health and Wellbeing Partnership

- One Gloucestershire Health and Wellbeing Partnership is the name given to our Integrated Care Partnership (ICP).
- The ICP is aligned with Gloucestershire's existing Health and Wellbeing Board, with a shared chair and some members in common.
- It is made up of representatives from health, social care, public health and other public voluntary and community sector partners.
- The partnership is responsible for agreeing an interim integrated care strategy for improving health and wellbeing in Gloucestershire. This was approved and published in [December 2022](#).

How the Integrated Care Partnership will be aligned to the existing Health and Wellbeing Board



**3** How we will  
work together to  
achieve better  
health and care



# How we will work together...

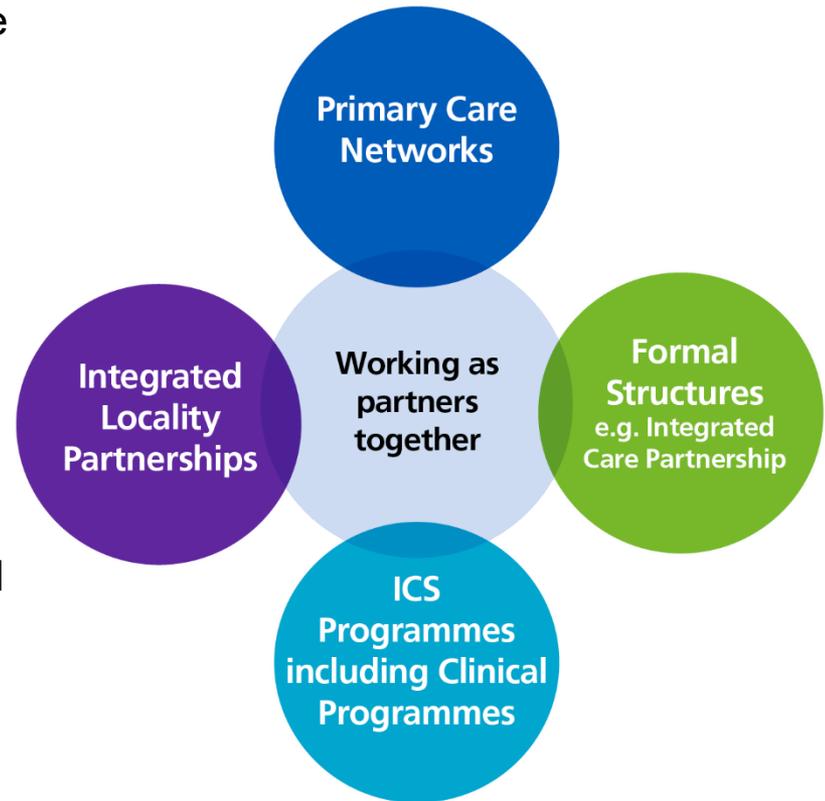
- The changes which took place in July 2022 were more than just a structural change.
- They give us an opportunity to decide together what is important for Gloucestershire and to work more collaboratively to deliver this change.
- These new ways of working will evolve and together we will seek to work more closely:
  - a. As partners
  - b. With people and communities
  - c. With the One Gloucestershire workforce



# a) Working as partners

We are committed to working together with partners to deliver our collective ambitions for health and care in Gloucestershire. Partners will continue to be involved in:

- Supporting the delivery of care closer to home through **Primary Care Networks (soon to be known as Integrated Neighbourhood Teams)**
- Improving population health through district level **Integrated Locality Partnerships** in Gloucestershire
- Redesigning the way health and care is provided through **ICS transformation programmes**
- Where appropriate **engaging through formal board structures** such as the Integrated Care Partnership.



## b) Working with people and communities

- We have adopted a strategy for working with people and communities based around 5 key areas
- As partners we will seek innovative and new ways to engage with people and communities
- **This includes:**
  - The development of a Gloucestershire Citizens' Panel
  - Learning from people's stories of using health and care services
  - Developing an Insight HUB (an online space/library) where all reported feedback from local people and communities can be kept together in one place, to assist decision makers and avoid duplication/involvement fatigue.

1

Involving people and communities (governance)

2

Involving you

3

Working with people and communities to tackle inequalities

4

Working with Healthwatch and VCS

5

Communicating with you

## c) Developing the One Gloucestershire workforce

- Our commitment is to create 'One Workforce for One Gloucestershire' with the values, behaviours, skills and opportunities to deliver high quality care
- By working as health and care partners we will together deliver the 10 priority areas
- We will support collaboration across teams, ensure the voices of the workforce are heard and that we excel in engagement.

- 1 Support the health and wellbeing of all staff
- 2 Grow our workforce for the future and enable adequate workforce supply
- 3 Support inclusion and belonging for all and create a great staff experience
- 4 Value and support leadership at all levels and enable lifelong learning
- 5 Lead workforce transformation and enable new ways of working
- 6 Educate, train and develop people and manage talent
- 7 Drive and support broader social and economic development
- 8 Transform people and services and support the people profession
- 9 Lead coordinated workforce planning using analysis and intelligence
- 10 Value and support leadership at all levels and enable lifelong learning

# NHS Gloucestershire Integrated Care Board

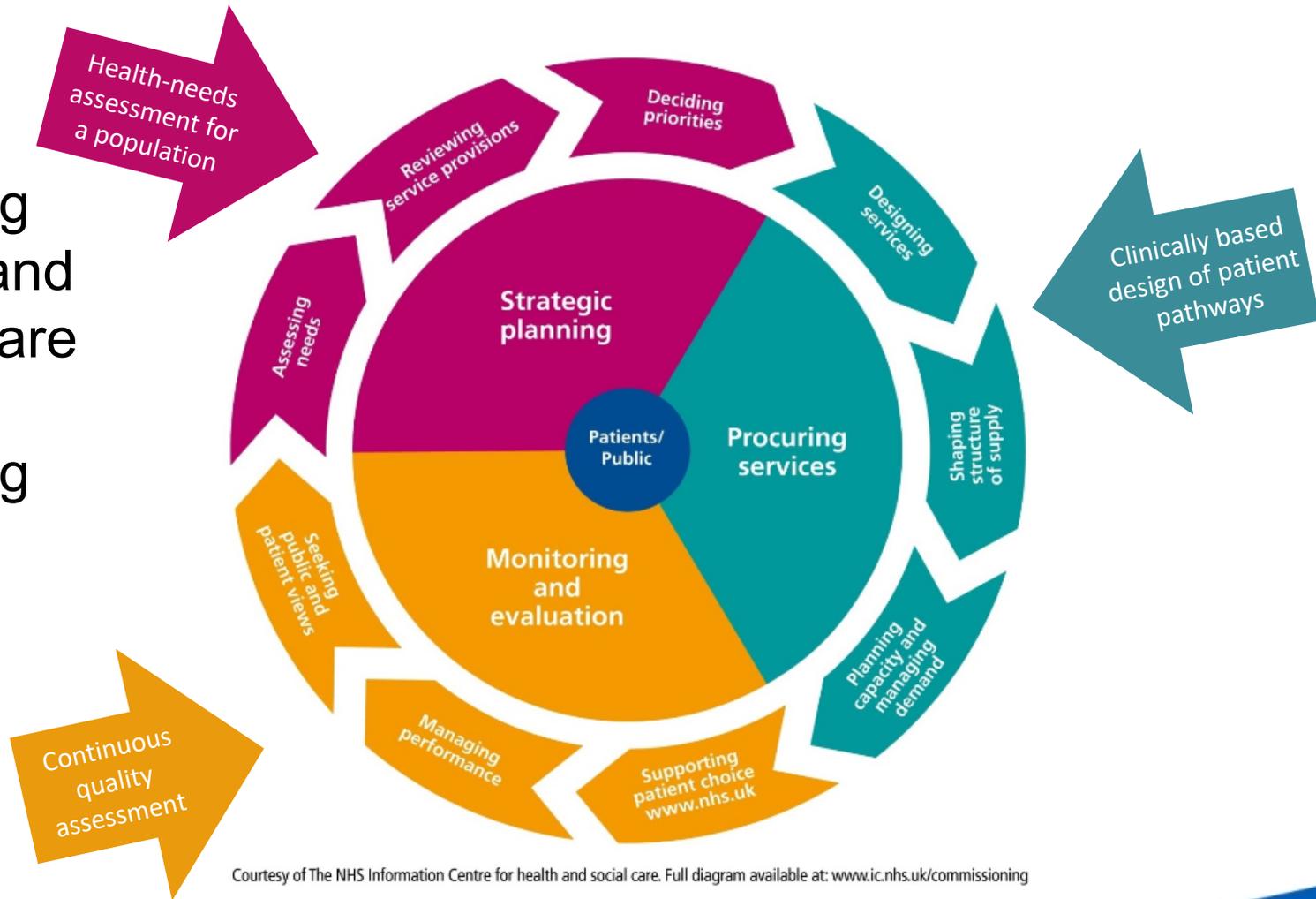
## Approach to Contract Management

March 2023



# The Commissioning Cycle

The ICB is a commissioning organisation and our functions are aligned to the commissioning cycle



Courtesy of The NHS Information Centre for health and social care. Full diagram available at: [www.ic.nhs.uk/commissioning](http://www.ic.nhs.uk/commissioning)

# Stages of Contract Management

- Contract need identified
- Confirmation of funding and approvals
- Procurement route agreed (where appropriate) and may include; tendering, direct award or call-off from nationally agreed framework
- Contract terms negotiated and agreed. Will include key performance indicators, finance terms and reporting requirements
- Contract award
- Scheduling of contract review or contract management boards meetings
- Monthly, quarterly or yearly reviews / board meetings with the contractor will be determined by the value and complexity of the contract
- Contract variations may be applied to vary the contracts during its life i.e. activity, values, reporting, quality etc

# GICB Approach to Contract Management

- Very small contracts team and a shift in focus to designing services and determining outcomes in partnership with providers where possible but ensuring strong governance is in place
- Each Contracts Manager has a dedicated portfolio of contracts by category which include:
  - Acute and Ambulance services
  - Community and Mental Health services
  - NHS111 and GP Out of Hours Medical services
  - Independent Sector Providers / Out of County NHS Trust services
  - Women's (including Maternity) & Children's and Young People's services
  - Voluntary, Community and Social Enterprise sector
  - Miscellaneous contracts (including Information Technology)
- Work closely with Commissioners, Clinical Programme Groups and Programme Managers to ensure that contracts are put in place in line with national guidance
- Primary Care contracts staff manage all primary care contracts

# Existing GICB Contractual Arrangements

During 2022/23, the contracts team managed in excess of 300 contracts and grant agreements worth in excess of £700M per annum.

In addition, the Primary Care contracting team manages circa 75 contracts (including GP practice contracts)

# Existing Contracts

Contracts are in place with:

- GHNHSFT, GHCNHSFT, SWASFT and other out of county NHS Trusts either directly or as associates to lead ICB
- NHS111 and GP Out of Hours Medical services
- General Practitioners and other Primary Care Providers
- Independent Sector Providers
- Voluntary, Community & Social Enterprise organisations
- Individual care placement contracts
- Community Pharmacies
- Local Authorities
- IT and other miscellaneous service providers

# GICB Management of NHS Contracts

Contract review meetings are held to discuss each contract with a particular focus on:

- Service performance (against agreed levels of activity and Key Performance Indicators)
- Finance (over and under performance)
- Quality (is the service meeting its agreed local and nationally mandated quality standards)
- Ensuring adherence to NHS General conditions and Service conditions of contract

# Remedial Actions

NHS Gloucestershire ICB adheres to the General Condition (GC9) to remedy any service under-performance or contract breaches. This may include putting in place a Remedial Action Plan.

Contract Managers provide advice and guidance to Commissioners on the management of contracts and their associated provider(s). This include, but are not limited to:

- Establishment of remedial action plans
- Financial penalties
- Contract re-negotiation
- Contract suspension
- Contract termination
- Service de-commissioning
- Re-procurement

The Contract Manager will manage the process and ensure that each step is in line with NHS England guidance

**4** Where you can  
find out more



# How you can find out more...

More information is available on the One Gloucestershire ICS portal:

[onegloucestershire.net](https://onegloucestershire.net)

The One Gloucestershire Health and Wellbeing Partnership pages are available through the

One Gloucestershire ICS portal:

[onegloucestershire.net](https://onegloucestershire.net)

The NHS Gloucestershire website is also available via the One Gloucestershire ICS portal or by visiting: [nhsglos.nhs.uk](https://nhsglos.nhs.uk)

