

## Wiltshire Council

### Health and Wellbeing Board

May 2024

---

**Subject: Wiltshire Joint Local Health and Wellbeing Strategy and ICS Strategy Implementation Plan – progress and performance reporting update.**

---

#### **Executive Summary**

This paper describes how the Joint Local Health and Wellbeing Strategy and Implementation Plan for the Integrated Care System Strategy have shared ambitions and objectives. Key highlights and achievements during 2023/24 are described to illustrate progress and a summary of further priorities is set out for 2024/25.

A schedule of reporting and performance around key performance indicators is shared in Appendix 1 – this is a live document which is updated regularly. The schedule sets out when and how often different objectives will be reported. Each strategic objective is 'owned' by a delivery group responsible for achieving and reporting progress. More in-depth reporting on the Neighbourhood Collaboratives is included as a separate paper for this meeting.

#### **Proposal**

It is recommended that the Board note the update.

#### **Reason for proposal**

The Joint Local Health and Wellbeing Strategy for Wiltshire highlighted an action to achieve change was to '*drive improvement through collective oversight of quality and performance, reconfigurations and recommissioning; overseeing pooled budgets and joint teams together – including the ICA transformation programme and Better Care Plan*'. The implementation plan for Wiltshire in the Integrated Care Strategy committed to '*Develop a dashboard of metrics for regular review by the Wiltshire Integrated Care Alliance (drawing on this report) and in turn the Wiltshire Health and Wellbeing Board*' so that performance can be measured in a transparent and understandable way. The proposed dashboard focuses on areas where partnership working is necessary through the ICA rather than duplicate individual reporting arrangements of each agency.

#### **Emma Higgins**

**Associate Director – Wiltshire Integrated Care Alliance Delivery Lead  
NHS Bath & NE Somerset, Swindon and Wiltshire Integrated Care Board**

## **Purpose of Report**

1. To provide an overview of progress towards the objectives set out in the Joint Local Health and Wellbeing Strategy (JLHWS) and Integrated Care System Strategy Implementation Plan (the objectives are aligned).
2. To demonstrate assurance against particular criteria set against the objectives and set out the forward plan for reporting against the full spectrum of requirements.

## **The ICS Implementation Plan**

### **Relevance to the Joint Local Health and Wellbeing Strategy**

3. This report provides an overview of monitoring against the JLHW Strategy to provide assurance of progress and process for monitoring.
4. The Implementation Plan sets out how Integrated Care Partnership (ICP) members will work together through 2024/25 to support the delivery of the Integrated Care Strategy and shared objectives in the JLHWS.

## **Background**

5. The current Joint Local Health and Wellbeing strategy sets out clear objectives and work for improving the wellbeing of our residents over the next 8 years.
6. Alongside this, our Integrated Care Partnership (BSW Together) has produced a five year Integrated Care Strategy covering 2023 – 2028 called the BSW Strategy that brings together all system partners. This strategy is refreshed annually and is supported by an Implementation Plan.
7. The JLHW Strategy and the Implementation Plan share the same objectives for Wiltshire.
8. The Health and Wellbeing Board and the ICA Partnership Committee respectively have oversight of the progress against the objectives set out in both documents.
9. Each objective has an identified lead and governance route. The ICA Partnership Committee is therefore further considering three key priority areas for collaborative focus to test a 'whole pathway; approach to change and prevention.
10. The objectives are set out in the [JLHWS](#) and the [BSW Implementation Plan](#) under the Wiltshire Locality section. Additionally, they are set out in Appendix 1 which is the table of Key Performance Indicators.

## **Main Considerations**

11. The 2024 Implementation Plan refresh includes a summary of key points relating to achievement in 2023/24 and ambitions in 2024/25. These are set out in the following Tables and offer assurance against the objectives.

## Wiltshire – Highlights of 2023/24

Wiltshire has clustered the ICS Strategy Themes with the aims in the Joint Local Health and Wellbeing Strategy. Please refer to the JLHW strategy for more detail [Wiltshire's Joint Local Health and Wellbeing Strategy 2023 to 2032 - Wiltshire Council](#). Key achievements in 2023/24 include:-

- Wiltshire has reviewed the findings of the latest pupil survey to inform work on reducing risk behaviours and health coaches are delivering targets work on health lifestyles and smoking cessation.
- With a target to reach 60% by 2032, the rate of children estimated to be physically active has risen to 48% (above England average) although Wiltshire is now behind the South West average of 49% - there are initiatives to improve this further. Activity levels in adults are above national and regional averages.
- Local work has been successful in improving screening and vaccination rates – there is an ongoing focus to improve rates within groups who experience inequitable outcomes. For example, flu vaccination rates are now at 85% for people aged over 65 years.
- The aim for children and young people with SEND to have improved outcomes and life experience is a clear priority for Wiltshire partners. The local area partnership is working in collaboration to implement an ambitious programme for children and young people with Special Needs and Disabilities in Wiltshire. We are particularly focused on addressing identified priority areas as well as exploring creative and innovative ways of ensuring children and young people with SEND can fully engage in all aspects of life and have the best chances during their adult lives.
- The Implementation Plan and JLHWS is clear on the importance of vaccination, screening and smoking cessation, particularly in communities where rates are below average – these are shared priorities. There are a range of measures in place - Wiltshire for example performs at above national average rates for smoking cessation 4 weeks after seeking support.
- Improvement has been made in the target to reduce obesity in the adult population, currently at 27% against a target of 25% by 2032.
- The Health Intelligence Team has been established using Health Inequalities Funding – they work across the Wiltshire system, supporting services to understand and use a Population Health Management approach.
- In advance of a Peer Review of SEND services by the Local Government Associate, a self-evaluation was completed to identify strengths and areas of development. Wiltshire is working with Wiltshire Parents and Carer Council (WPCC) and children and young people to ensure their voices are embedded into local service improvements and engaging on ongoing developments to evolve the quality of provision and expand choice. Key developments have been the expansion of special school places and associated resource centres, the development of the Local Offer website, and the introduction of health advisors
- Wiltshire has recommissioned children's community health services, ensuring they are inclusive of a coordinated approach and core offer for emotional wellbeing in schools; and public health nursing services.
- Childrens Services were rated Outstanding in the last Ofsted/ CQC inspection in September 2023. [50235241 \(ofsted.gov.uk\)](#)
- The Families and Childrens Transformation Programme (FACT) partnership launched its Family Help project to enhance local arrangements for the

<p>delivery of early intervention and prevention services for children, young people and families. <a href="#">All Together - Wiltshire Together</a> 5 schools are signed up to the Restorative Approaches Pilot – an evaluation will offer key learning and insights to inform future adoption of the approach.</p>
<ul style="list-style-type: none"> <li>• The Wiltshire Health Inequalities Group focusses on work to reduce health and wellbeing inequalities and aligns to the CORE20Plus5 approach. The group has successfully identified priority investments for the health Inequalities Funding for 23/24 and is engaged in monitoring the delivery against those plans</li> </ul>
<ul style="list-style-type: none"> <li>• The Wiltshire Autism Partnership has been initiated with both professionals and service user forums held in January 2024.</li> </ul>
<ul style="list-style-type: none"> <li>• An improvement group has been established working in partnership with VCSE sector colleagues to increase the uptake of Annual Health Checks for people with Serious Mental Illness or Learning Disabilities – Wiltshire is currently under performing against national targets (48% against a combined target of 23%) despite comparing favourably at a regional level.</li> </ul>
<ul style="list-style-type: none"> <li>• The Wiltshire Dementia Strategy was approved by the Health and Wellbeing Board in September 2023 - an implementation plan will ensure the successful delivery and transformation of services through 2024 and beyond.</li> </ul>
<ul style="list-style-type: none"> <li>• Neighbourhood Collaboratives have launched the first sites in 2023 – there are 5 in different stages of progression – the ambition is to have commenced work in all areas by the end of 24/25.</li> </ul>
<ul style="list-style-type: none"> <li>• Following successful pilots, the Community Conversations programme which started in Bemerton Health (Salisbury) and Studley Grange (Trowbridge) is increasing its reach to identified areas across Wiltshire in 2024.</li> </ul>
<ul style="list-style-type: none"> <li>• Partners have developed new pathways and models to ensure that people who are able to go home after an inpatient hospital stay, are able to do so (taking a Home First approach) and are less likely to need extended inpatient care in the community setting.</li> </ul>
<ul style="list-style-type: none"> <li>• Wiltshire has introduced a new Carers Strategy to rightly focus on improving the way in which informal carers are supported across our services and improve their outcomes. A new contract for services is in the commissioning process to take forward the ambitions in the strategy.</li> </ul>
<ul style="list-style-type: none"> <li>• Wiltshire has developed and launch the Caring Steps Together resources which are available across BSW – we worked as partners with patients and their support networks, staff and others to develop new resources that support people through the process of being discharged from hospital and require either admission to a care home or support at home on a short- or longer-term basis</li> </ul>
<ul style="list-style-type: none"> <li>• The community Urgent Care Response service met and now exceeds its target of attending 70% of cases at home within 2 hours of the referral. This ensures avoidable admissions to hospital are prevented.</li> </ul>
<ul style="list-style-type: none"> <li>• The local authority implemented a Care Home Hub Model for people going into a care home bed on a temporary basis after an inpatient stay in hospital. This model has shorted the length of stay in the care homes, meaning people return to their own home much quicker than previously.</li> </ul>

## Wiltshire

The Wiltshire ICA is committed to the delivery of the Joint Local Health and Wellbeing Strategy (<https://www.wiltshire.gov.uk/article/8528/Wiltshire-s-Joint-Local-Health-and-Wellbeing-Strategy-2023-to-2032> ).

Additionally, the Alliance is currently re-focussing on a small set of shared priorities aimed at reducing population health inequalities, aligned to a prevention focus / left shift. The processes to achieve this is well advanced and will conclude in May 2024. The agreed priorities will be published after this date.

The following are significant areas of delivery in 24/25.

### Healthcare Inequalities

The Wiltshire Health Inequalities Group is driving change and improvement in the agreed Strategic Priority areas of the Core 20 % most deprived population areas, and the agreed cohorts of people in Wiltshire, defined as:

-

- Routine and Manual workers, Gypsy, Roma and Boater communities (Wilts)
- Or are included in any of the five agreed priority clinical areas:

#### **Adults**

CVD

Maternity

Respiratory

Cancer

Mental Health

#### **Children and Young People**

Asthma

Diabetes

Epilepsy

Oral Health

Mental Health

In Phase 3 - Prevention and social, economic, and environmental factors, Priority Areas are:

- Anchor institutions
- Publish three place-based Joint Strategic Needs Assessments for BANES, Swindon, and Wiltshire
- Establish local priorities that address public health and the social, economic, and environmental factors most affecting inequalities at place
- Plan and enable progress on prevention where outcomes will take longer to see

Committed areas of focus have been agreed as: -

- Whole system approach to Obesity
- Whole system approach to Smoking

### Neighbourhood Collaboratives (Integrated Neighbourhood Teams)

In Wiltshire, Neighbourhood Collaboratives are where our collective energy, capability and capacity is breaking new ground in improving population health and wellbeing.

Aligned to the compelling vision in the Fuller Stocktake, Wiltshire is continuing its journey towards a shared vision of full integration across a wide network of partners around each neighbourhood area.

In 2024/25 priorities include: -

- Successful delivery of the Health Inequalities-funded project to develop an engagement best practice model and deliver a programme of intervention around a cohort of people within the Core20Plus 5 groups. This will enable the work to move forward having 'pump primed' part of the development work.
- Integrate the Collaboratives Group with the Connecting with our Communities Group
- Move the current resources and launch programme to a shared delivery model – bringing in partners to support the work across a wider footprint will enable the best use of resources.
- Continue to share insights and learning from the Pathfinder (repeat initial co-production cycle following learning from round 1 and expand the cohort).
- Successfully deliver the Chippenham, Corsham and Box Launch programme
- Commence Salisbury Collaborative (Farmers as initial focus).
- Engage all neighbourhood areas in the Collaboratives – recognising the different pace that each area will progress at.
- Fully develop the schedule of conferences for the year – this is the partnership vehicle for the Wiltshire-wide steering group.
- Explore opportunities for learning and support with B&NES and Swindon – joining up our work where alignment is identified and develop the Integrated Neighbourhood Teams blueprint for BSW.
- Continue to build the partnership model, developing new ways to share information and facilitate partnership.

#### System Flow Priorities Include

- Carer Breakdown  
Continue with additional capacity for domiciliary care to support carer breakdown, preventing avoidable admissions to hospital.
- Mental Health, Learning Difficulties and Autism  
Intensive Enablement Service – preventing admission by preventing escalations in need and supporting discharge
- Home First  
Continue with ongoing Home First Improvement Programme – including the Streaming Framework, implementing the Wiltshire Model – hybrid services, interdisciplinary working, new performance standards, Discharge to Assess improvement, Transitions and Discharge Optimisation, new Technology opportunities.
- Domiciliary Care Support  
Test and develop a hybrid model of working, which utilises domiciliary care to enable earlier discharges and maximise effective use of therapy capacity.
- Community Hospitals  
Redesign the Community Hospital Model in line with the case mix and future demand profile. A new pathway approach will ensure improved flow through the service. The work will include reviewing staff mix, patient cohorts and length of stay.
- Demand and Capacity

Following the previous action, we will Scope potential opportunities for reduction in Pathway 2 capacity from 25/26 on the basis that Home is the best place for most people to be.

- Discharge Referral Attrition Rates remain above efficient levels, review to take place with aim to reduce 'waste' within current processes.
- Length of Stay  
Reduction in length of stay across all services and achievement against 'stretch targets' where appropriate.

#### Children

- A new SEND and Alternative Provision Strategy for Wiltshire will be in place by September 2024. Engagement with young people, through the Parent Carer Council is currently under way.
- The Families and Childrens Transformation Programme (FACT) will establish Family Hubs as part of the Early Help Offer.
- Implementation of the Neurodiversity pathway to support the provision of holistic support to CYP and timely assessment as appropriate.
- Recommissioning of CYP community services to embed the delivery of ICB vision for CYP and the associated outcomes.
- Recommissioning of joint and/or aligned services, such as SALT in schools and Portage service, to facilitate early intervention and prevention.
- The implementation of the revised Public Health Nursing Services which includes Health Visiting and School Nursing
- A review of community CAMHS services – which is jointly commissioned by the Council and the ICB – to ensure the provision of a broad range of options and interventions to support the emotional health and wellbeing of children and young people.
- The development of transitional arrangements for young people with and EHCP.

ICA Cross-cutting themes and deliverables: the ICA will continue to work in collaboration with System-wide programmes to deliver the agreed priorities. These include:

- Learning Disabilities and Autism (this includes a focus in Wiltshire on a new Autism strategy)
- Mental Health
- Children & Young People
- Urgent Care and Flow
- Community Transformation, including ICBC.

12. Appendix 1 (JLHWS and Implementation Plan Assurance Schedule) sets out the performance against agreed indicators and offers additional information where appropriate.

13. There are some indicators which require refreshing or revising in light of changes to priority areas of work (community pharmacy for example). These are clearly identified.
14. Where the schedule requires narrative updates, these are provided in the Appendix or as is the case for this May meeting, a more in-depth report has been provided for Neighbourhood Collaboratives.
15. Committee members are able to establish from the Appendix 1 schedule which elements of assurance are due for report to the Health and Wellbeing Board at which time. These have been themed which also allows for attendance at the Board by colleagues leading on those areas if required. As data comes in additional trend information such as direction of travel and RAG rating (or similar) can be applied.
16. Each of the objectives and strategy aims has a named lead and governance route / programme board which monitors and assures progress against delivery.

### **Summary and Next Steps**

17. This paper and the accompanying Appendix 1 (JLHWS and Implementation Plan Assurance Schedule) have provided an explanation on the process and progress around monitoring the strategic objectives in the JLHW and ICS Strategies and offered assurance on progress during 2023/24. Future updates will be shared with the Health and Wellbeing Board in line with the schedule.
18. The Board are asked to note the assurances offered.

Report Author:-

Emma Higgins  
Associate Director – Wiltshire ICA Programme & Delivery Lead  
NHS BSWICB

---