



DRAFT Shropshire Integrated Place Partnership

Priorities and Strategic Plan for 2024/25 – Workshop April 2024
SHIPP meeting 16th May, 2024

System priorities and linkages across Boards



ICS Aims

- ✓ Improve outcomes in population health and healthcare
- ✓ Tackle inequalities in outcomes, experience and access
- ✓ Enhance productivity and value for money
- ✓ Help the NHS support broader social and economic development

Shropshire HWBB – Priorities

- Improving population Health
- Reduce inequalities
- Mental Health
- Workforce
- Working with and building strong and vibrant communities
- Joined up working
- Children & Young People (CYP) incl. Trauma Informed Approach
- Healthy weight and physical activity

Joint Forward Plan

Shropshire Plan

- Healthy People**
 - Tackle inequalities
 - Early intervention
 - Partnerships
 - Self-responsibility
- Healthy Environment**
 - Climate change strategy and actions
 - Safe communities
 - Natural environment
- Healthy Economy**
 - Skills and employment
 - Safe, strong, and vibrant destination
 - Connectivity and infrastructure
 - Housing
- Healthy Organisation**
 - Best workforce
 - Absorb, adapt, anticipate
 - Communicate well
 - Align our resources
 - Strong councillors

Shropshire Integrated Place Partnership (ShIPP) - Priorities

- Integrated response; tackling health inequalities
- Mental Health
- Workforce
- Building Community Capacity and Resilience
- One Public Estate
- Integrated Care and Support
- Children's and Young Peoples Strategy
- Prevention and Healthy Lifestyles
- Primary Care Networks
- Early access to advice and information

Shropshire Prevention Framework

- Access and One Shropshire
- Person Centred Care
- Communities
- Integration and One Shropshire
- Delivery includes the development and implementation of community and family hubs

System Joint Commissioning Board

Additional system priorities and linkages across Boards

Integrated Care Strategy Priorities

(from JSNA's to inform the HWB strategies and the Joint Forward Plan)

Population Health Priorities

- Best start in life
- Healthy weight
- Mental wellbeing & mental health
- Dementia
- Preventable conditions – hypertension, heart disease and cancer
- Reducing impact of drugs, alcohol and domestic abuse

Inequalities Priorities

- Wider determinants:
 - Homelessness
 - Housing
 - Cost of living
- Inequity of access to preventative health care:
 - Cancer and cancer screening
 - heart disease & screening
 - diabetes
 - Annual health checks for Severe Mental Illness & Learning Disabilities and Autism
 - Vaccinations and immunisation
 - preventative maternity care
- Deprivation and Rural Exclusion
- Digital exclusion

Health and Care Priorities

- Proactive approach to support independence
- Person – centred integrated within communities
- Best start to end of life (life course)
- Children and Young people physical and mental health and a focus on SEND
- Mental, physical and social needs supported holistically
- People empowered to live well in their communities
- Primary care access (General Practice, Pharmacy, Dentists and Opticians)
- Urgent and Emergency care access
- Clinical priorities e.g. MSK, respiratory, diabetes

Prevention Framework and Strategic context

One Shropshire supports the delivery of the [Shropshire Plan](#), [the STW Joint Forward Plan](#) and the [Joint Health and Wellbeing Strategy](#). It delivers the work through the Shropshire Integrated Place Partnership (SHIPP) by working collaboratively and integrating approaches to improve service delivery and population health. The recently agreed [Prevention Framework](#) provides more context and detail for how we will deliver our strategic plans. The Framework includes the following key priority areas:

- **Priority 1: Access and One Shropshire**
Ensuring a well understood front door with access to information and advice, that focusses on self-care.
- **Priority 2: Integration and One Shropshire**
Enable communities and the voluntary and community sector to take more of central role in the development and delivery of prevention programmes, ensuring all age groups are at the centre of the implementation of the framework.
- **Priority 3: Person Centred Care**
Embed Person Centred Care and approach across all organisations and partners.
- **Priority 4: Communities**
Bolster the voluntary and community sector to work with partners across the system to support those in need.



Taking the work forward, what happened in 2023/24:

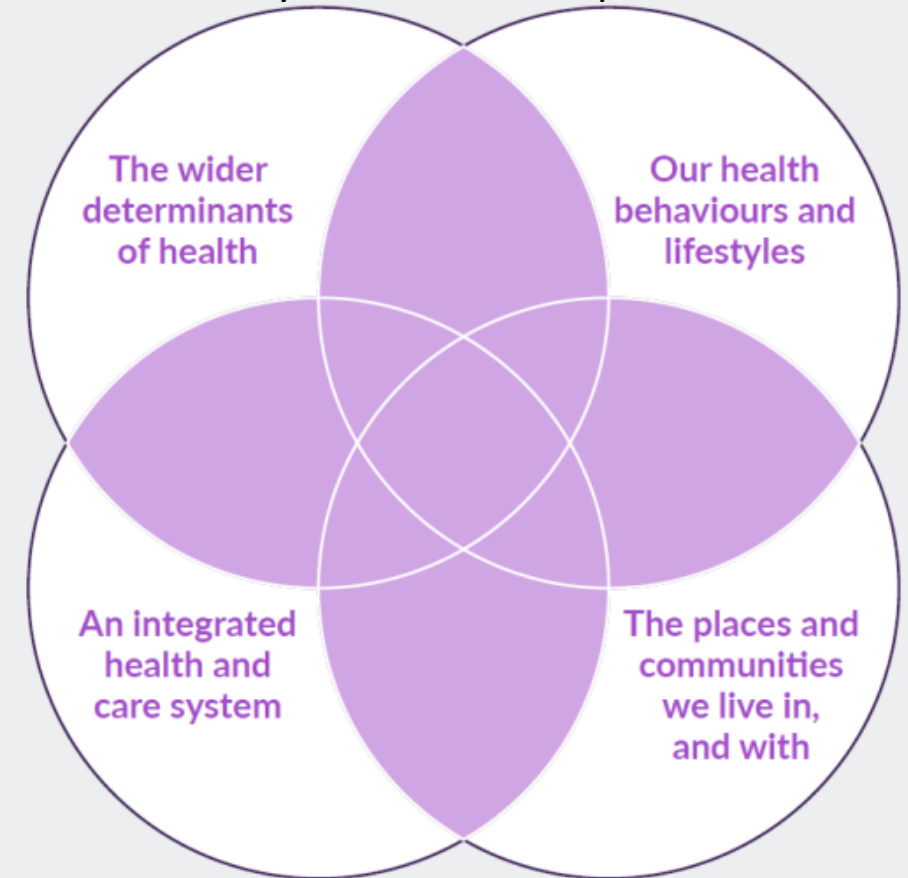
- Virtual Ward and Rapid Response – Business as usual
- Bringing together system transformation work through the SHIPP Local Care Neighbourhood Subgroup
- Expanded on the CYP & Families Integration, delivering in Oswestry, North Shrewsbury, Ludlow, Bridgnorth, Market Drayton, with sessions in Cleobury Mortimer, and plans to expand across the county.
- Delivering Proactive Care in Bishop's Castle and Ludlow (planned for May 2024), based on collaborative working through 23/24 to develop risk stratification, person centred approaches, including a coproduced personalised care and support plan
- Development of a Community and Family Hub in Ludlow – PCN moved into the Ludlow Youth Centre building – Early Help Offer, Enable, Youth offer, Open Access Clinics start May (other MDT approaches start May – see above).
- Test and learn hub & drop in for health and wellbeing needs (ShropCom led) Bishops Castle, Nov/ Dec 2023
- Connecting with development work in Ludlow/ SW PCN area (A49 corridor, Church Stretton, Craven Arms, Ludlow, Bishop's Castle, Clun) to expand drop ins.
- Further hubs identified in Bridgnorth, Market Drayton, Oswestry, and Shrewsbury – work in train to develop
- Supporting the development of delivery of the South East PCN Integrated Pain Management Service
- North Shrewsbury – supporting Early Help transformation – including baby weigh and family drop in at Sunflower House (learning to feed into hub approaches) – Open Access clinics to start in the south of the county May 2024 and north in June
- Highley Health and Wellbeing Centre – complete April 2024
- Women's Health Hubs (WHH) – integration of WHH into community and family hub planning; programme support for the development of WHH
- Connecting integration/ hub approaches into commissioning intentions (Wellbeing and Independence re-commissioning).
- Connecting integration/ hub approaches into **commissioning intentions** (Wellbeing and Independence re-commissioning).
- Considering winter planning and Shropshire Council demand management wanting to support the system, focus initially on frailty, including falls. This would support Admission Avoidance and Discharge.
- One Shropshire Vision Development – Making it easier for Shropshire residents to stay happy, healthy and connected in their communities
- Healthier Weight Strategy – Delivered, action plan in process
- Social Prescribing expansion (CYP and Adults) and core member of integrated teams
- Grant funding for Children and Young People through Town and Parish Councils – 11 areas in Shropshire
- JSNA tool, Place Based JSNA's, thematic JSNA including CYP, substance misuse and pharmacy and Joint working with ICB Engagement/ Big Conversation
- Suicide Prevention Strategy and Action Plan refresh
- Bereavement support for all ages
- Local Care Development – Proposal - Neighbourhoods one of three strands – more work to be done here
- Launch of housing and health workshops for integrated working

Principles for service transformation and integration

STW has adopted the following principles for place-based working which have been developed by, the SROs for Population Health Management, Inequalities and Prevention:

- Take a **person centred approach** to all that we do; celebrating and responding to the diversity within our population.
- Ensure all programmes involve local people and embed **coproduction** in all planning.
- Follow the Public Health England guidance described in the document **Place Based Approaches to reduce inequalities**, which involves 3 keys segments:
 - civic-level interventions, all aspects of public service from policy to infrastructure (including health in all policies)
 - community-centred interventions, asset (human and physical) and strength based community development
 - service-based interventions, including unwarranted variability in service quality and delivery (effectiveness; efficiency and accessibility), as well as embedded Brief Interventions and Making Every Contact Count pathways (including social prescribing).
- Seek to understand, take a **Population Health Management** approach to all transformation.
- Recognise the importance **of system thinking** for all ages and families, ensuring that inequalities are addressed from pre-birth.
- Systematically undertake **integrated impact assessments** to determine how its delivery could better reduce inequalities and support protected groups (9 protected characteristics);
- **Value and support the community and voluntary sector** and consider how the voluntary sector can work alongside statutory services to reduce inequalities.
- Promote understanding of how to **prevent or reduce inequalities** for staff working in all partner organisations.
- Use **digital** resources to remove geographical barriers to place based working.

Population Health System – what improves our wellbeing?



Source: Kingsfund [Buck et al 2018](#)

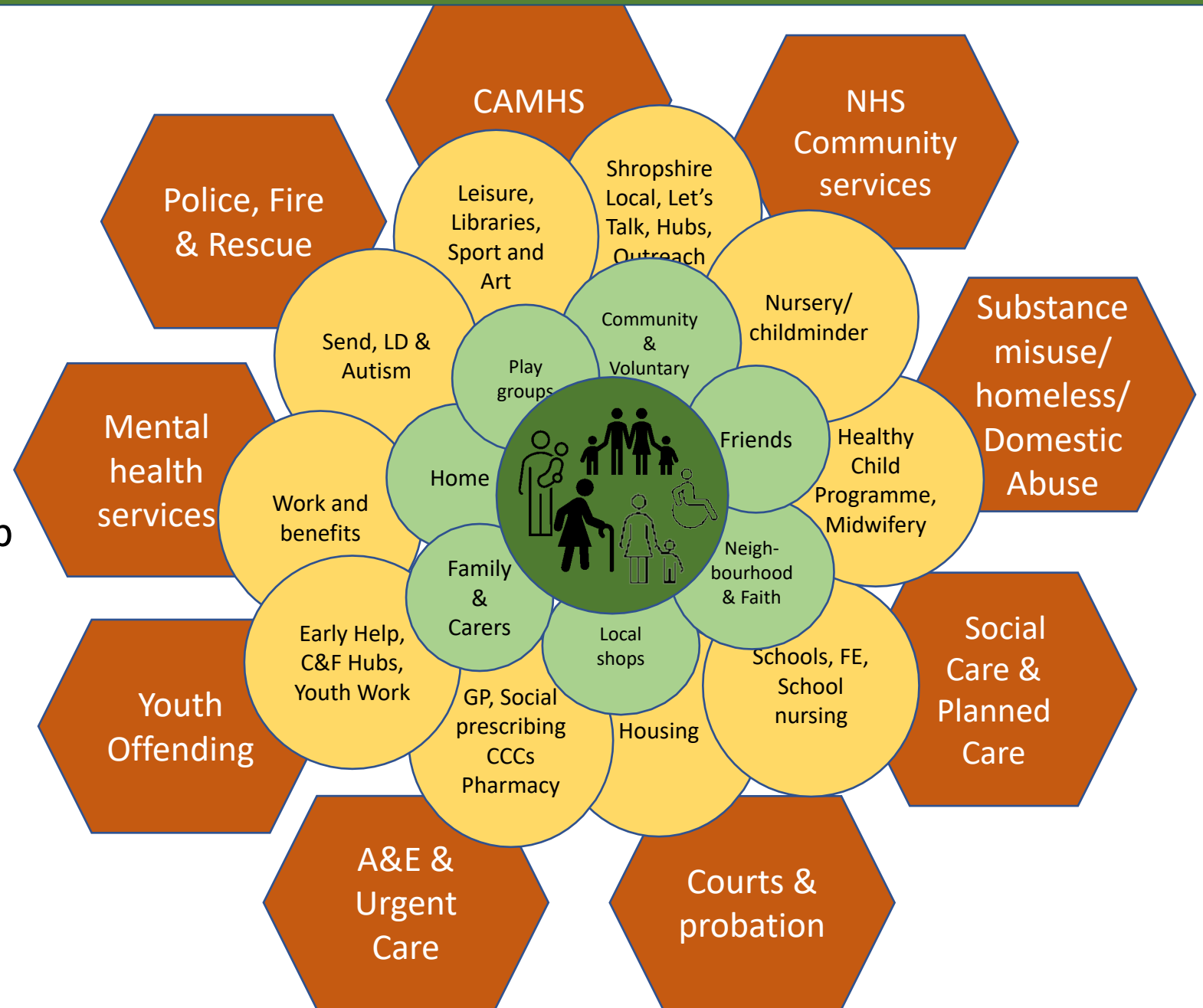
Shropshire Integration Model

This model focusses on the strengths of people, communities and person-centred approach as a cornerstone of our approach.

Our programmes will focus first on supporting people to help themselves and carers (green);

followed by ensuring there is high quality, integrated, easily understood universal and early help services for people to access when they need it (yellow);

and high quality, integrated, easily understood specialist services available when needs are assessed (in orange).

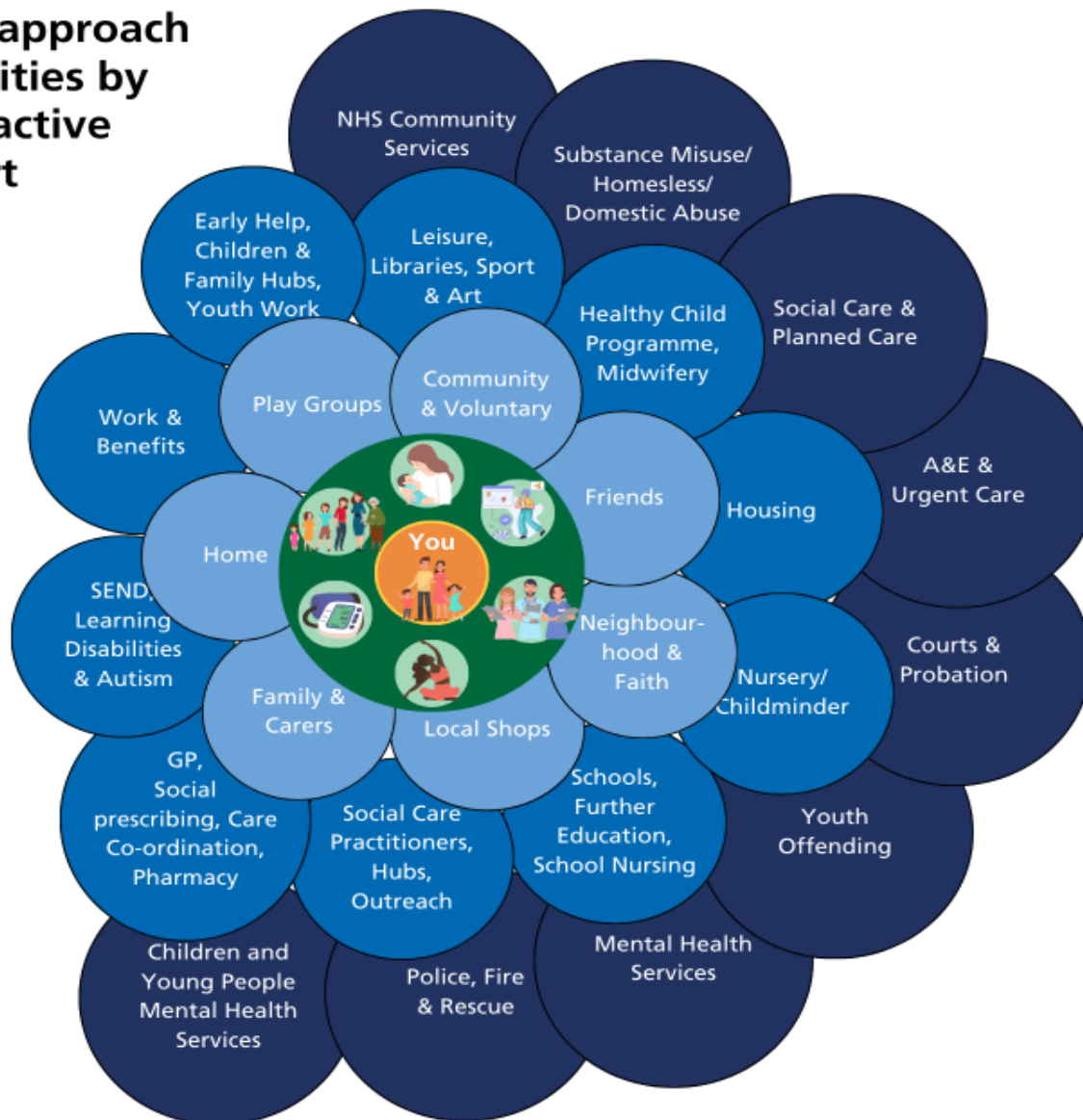


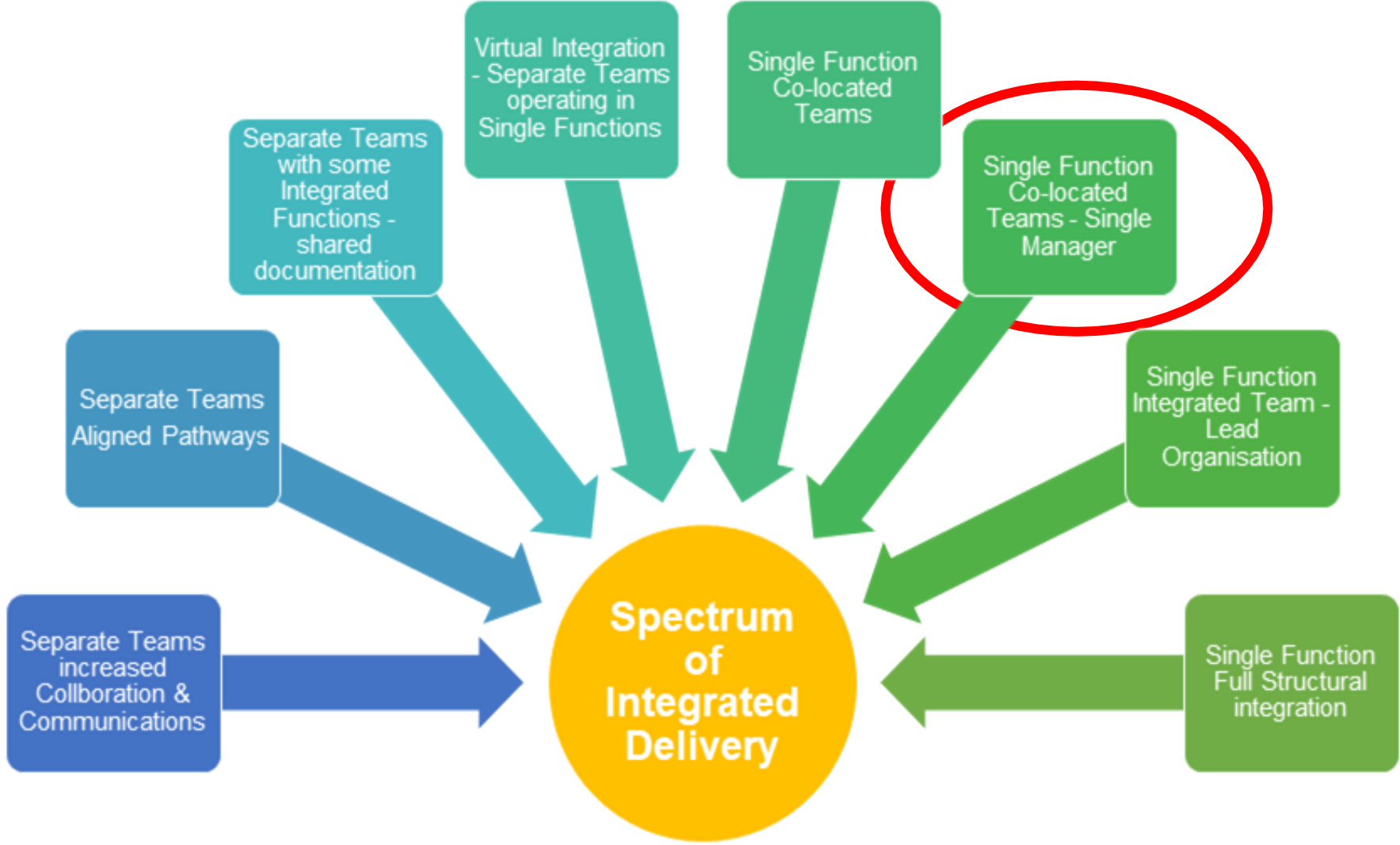
A visual concept of our neighbourhood approach

Our local care neighbourhood approach will cultivate thriving communities by focusing on collaboration, proactive healthcare, and holistic support

Our aims are to:

-  Improve outcomes for children, young people, and families.
-  Promote early diagnosis and prevent avoidable illnesses in the first place.
-  Support people of all ages with self-care and managing long term conditions.
-  Implement person-centred multidisciplinary care approaches.
-  Achieve a greater emphasis and use of social prescribing.
-  Ensure people can access the right help, at the right time, in the right place within the local community.





Successful integration is defined by Department for Health & Social Care as “the planning, commissioning and delivery of co-ordinated, joined up and seamless services to support people to live healthy, independent and dignified lives and which improves outcomes for the population as a whole. Everyone should receive the right care, in the right place, at the right time” (Health and social care integration: joining up care for people, places and populations, Feb 2022).

Priorities
 Have remained
 largely
 unchanged for
 2024/25
 And there will
 be a focus on
 operational
 delivery



Priorities

Delivering the HWBB Strategy, Key Focus

- Children's and Young People's Strategy
- Prevention/Healthy Lifestyles/Healthy Weight
- Mental Health
- Workforce
- Community Capacity & Resilience w the VCSE
- Delivering Place Based Local Care (Neighbourhood working) through Person Centred Approaches (incl. involvement)
- Supporting Primary Care Networks
- Integration and Better Care Fund (B)
- Tackling health inequalities

Supporting programmes and subgroups

- HWBB Priority groups – SHIPP Subgroup, MH Boards Partnership Boards, Joint Commissioning Group/ Committee
- Healthy Lives / Prevention (subgroup)
- Community MH Transformation, MSK, LD & Autism, UEC, CYP & SEND Board
- Joint Strategic Needs Assessments (Pla Based and Themes)

ShIPP Deliverables for 2024/2025

What will be delivered in 24/25:

- Develop delegated governance with the ICB, including updating the ToR SHIPP, as well as metrics and reporting
- Deliver Integrated Neighbourhood Teams/ Working across Shropshire, making the work business and usual
- Expand CYP integrated practitioner teams to ensure that all corners of the county and all schools are included, inclusive of:
 - Trauma informed approaches, Social Prescribing and Carers (underpinned by Person Centred Approaches)
 - Multi-disciplinary teams to include Social Care, Public Health Nursing, MPFT (Mental Health in Schools), voluntary and community sector and other partners
- Further develop Community and Family Hubs/ Health and Wellbeing Centres across Shropshire, including Women's Health and Wellbeing Hubs
- Primary Care Networks are supported by Multi-Disciplinary Teams and joint working including, to be developed together, through a jointly developed Neighbourhood Model – to connect with Community and Family Hubs and Health and Wellbeing Centres
- Through joint commissioning, establish a robust joint commissioning framework, aligned to Local Care Neighbourhood Working, for the Voluntary and Community Sector – inclusive of VCSE infrastructure and local delivery – working with outputs of the One Shropshire development work
- Development of communication and engagement tools and plans



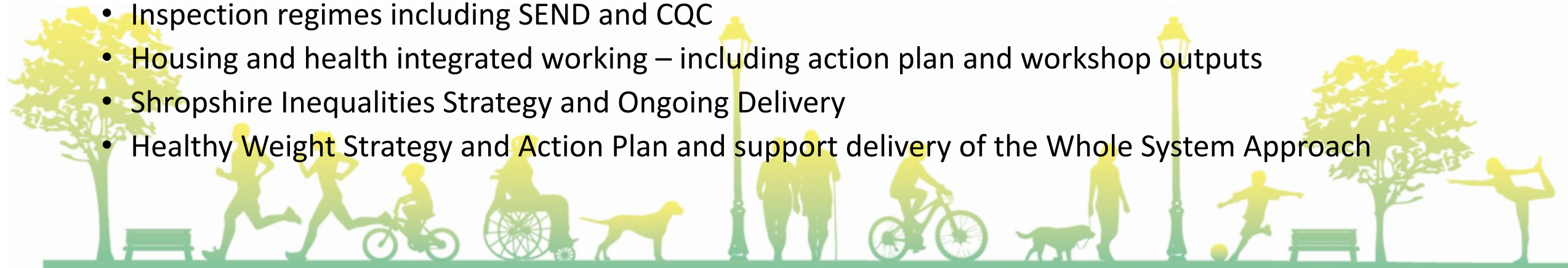
SHIPP Deliverables for 2024/25 – Inclusion and Oversight

SHIPP will ensure that place-based programmes include:

- Coproduction and codesign – as much as is possible, involving the people who use services in transformation, service design and service improvement
- Key elements of One Shropshire and the all-age Prevention Framework and delivery plans
- Safeguarding considerations in the design and development of programmes

SHIPP will have oversight of:

- Implementation of Prevention through Place Based and Transformation Programmes
- Better Care Fund – Prevention, Admission Avoidance and System Flow
- System transformation work
 - Carers and carers support services
 - Mental Health and Substance Misuse (including RESET)
 - Long term condition strategy and health pathways such as Diabetes, CVD, MSK, Phlebotomy
 - Frailty and Primary Care
- Inspection regimes including SEND and CQC
- Housing and health integrated working – including action plan and workshop outputs
- Shropshire Inequalities Strategy and Ongoing Delivery
- Healthy Weight Strategy and Action Plan and support delivery of the Whole System Approach



One Shropshire Local Care Neighbourhood Working

- **Stepping towards the integration model; improving access to health, care and wellbeing services and community support.**

This includes:

- Expanding the current Local Care programme and aligning services across health, care and the voluntary and community sector
- Using the Shropshire Integration Model to integrate services where possible, and working in partnership where integration is not possible, to deliver multi-disciplinary approaches in local communities
- Unleashing the power of communities and the voluntary and community sector and maximizing their power to support people to maintain their independence and wellbeing at home
- Using public sector estate in our communities to best effect, collocating in local communities where possible (see case studies below)
- Delivering specific elements of the Local Care programme in a collaborative and integrated way, including:

- **All age integration test and learn sites**
- **Social prescribing, children and young people, families, and adults**
- **Rapid response, including falls response and prevention**
- **Virtual ward**
- **Respiratory**
- **Proactive Prevention**
- **Neighbourhoods**

Enablers for the delivery of place-based programmes

- Locality Joint Strategic Needs Assessments (18 Place Plan areas) Ongoing Development
- Embedding Person Centred Care in all transformation programmes
- Developing a trauma informed approach
- Supporting Primary Care
- Development of Trauma informed approaches across the workforce
- Making best use of technology

Board alignment

- Health and Wellbeing Board
- Population Health Management Board
- Demand Management Board
- Local Care Board
- Local Shropshire

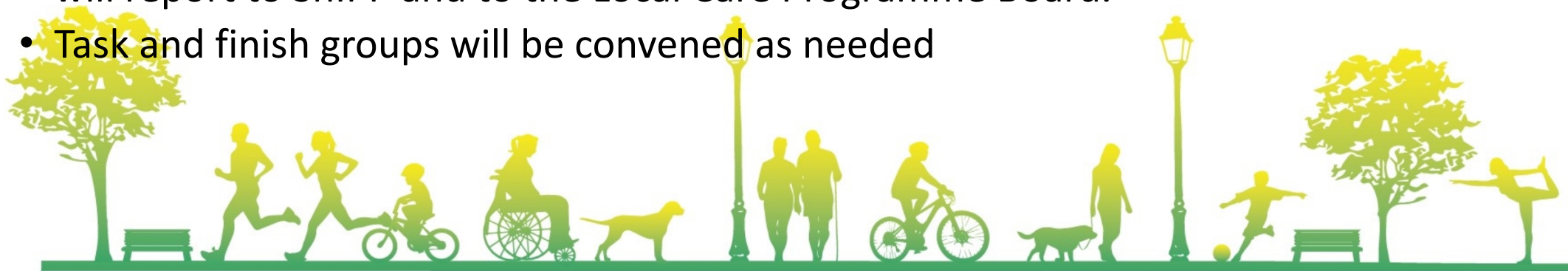


How will we deliver the work? SHIPP Neighbourhood Working –

Through working with already established board and transformation programmes which will report to ShIPP.

Through the One Shropshire Local Care Neighbourhood Working Subgroup

- The objective of this group is to enable and oversee the continued expansion of community-based services relating to **Neighbourhood Working** (as part of Local Care), including the integration/alignment of workforce models.
- This forum will support the connectivity and development of a number of work programmes including:
 - Proactive Care
 - Integration (including CYP and Families)
 - Neighbourhood working/ Integrated Neighbourhood teams (including clinical and non-clinical support people in communities - MDTs)
 - Care at Home
 - Reablement Transformation
 - ASC Front Door
 - Prevention Strategy/Framework
- As a working Group of Shropshire Integrated Place Partnership Board (ShIPP), this group will report to ShIPP and to the Local Care Programme Board.
- Task and finish groups will be convened as needed



Aligning the work with the Integrated Care System Neighbourhood Approach

Working together to improve health and wellbeing

- **Our Local Care Neighbourhood approach** is about joining up local services in the community and fostering community connections so that everyone in a neighbourhood can thrive. Providing more services closer to home and taking a neighbourhood approach is at the heart of our wider vision to improving wellbeing and preventing illness and poor health.
- In Shropshire, Telford and Wrekin we are taking a neighbourhood approach to care as we understand that people require joined up care and support as close to home as possible. We know that local areas have different needs and our neighbourhoods will develop in a tailored way to reflect this, e.g. what's needed in Lawley in Telford, may not be the same as the priorities for Ludlow in South Shropshire.
- Working towards the visions of Shropshire, Telford and Wrekin



One Shropshire Neighbourhood Working Vision

- The One Shropshire Vision aims to outline how Shropshire Council is working with its partners including the NHS and Voluntary and Community Sector **to support people to live their best lives and centres around making it as easy as possible for people to stay happy, healthy and connected in their communities.**
- One Shropshire is about coming together as a system (system meaning working with multiple partners, the community and people who live in Shropshire), with an integrated, complementary offer that meets identified and prioritised local needs and fills any gaps in provision. *This includes working with and recognising local people, their skills and ability to support a vibrant community.*
- Access to help should be as early as possible to benefit the community/individual so that their quality of life is improved or enhanced as soon as possible.

COMMUNITY HUB VISUAL – A HUB can be a way of working, not necessarily a physical space

'Community hubs provide a range of health, care and wellbeing services - a place where 'teams of teams' can come together to connect'



COMMUNITY HUB VISUAL

**'Community hubs provide a range of health, care and wellbeing services
- a place where 'teams of teams' can come together to connect'**

