

NHS CONFEDERATION



Delivering  
on your behalf

# integrated care systems

2020/21

# Ten ways we've made an impact

The NHS Confederation is the only membership body that brings together, supports and speaks for the whole healthcare system in England, Wales and Northern Ireland. We promote collaboration and partnership working as the key to improving population health, delivering high-quality care and reducing health inequalities.

The last 12 months have stretched the health and care system to its limit. Throughout the year, we have focused on supporting you to respond to immediate challenges and to look ahead to the next phase. We have been your voice in public and your advocate behind the scenes, lobbying for the changes you have requested.

**Here are just some of the ways we have supported you this year.**

**The pandemic has shown the value of integration and partnership working and we need to make that the norm. The NHS Confederation plays a unique role in bringing together leaders from across the system to help improve the health and wellbeing of our local communities.**

Sir Andrew Cash

System Leader, South Yorkshire and Bassetlaw ICS

## 01 COVID-19 response

From PPE and test and trace, to the roll out of the vaccine (particularly in primary care) and the easing of regulatory burdens, we have been one of the most prominent voices making the case for the issues that mattered most to you.

## 02 NHS Reset campaign

We launched the NHS Reset campaign to help shape what the health and care system should look like in the aftermath of the pandemic. Among our successes, we helped secure a commitment for a leaner and lighter approach to governance and regulation. We are launching an update to the campaign in March to focus on what needs to happen in the recovery phase.

## 03 Health inequalities

Our BME Leadership Network campaigned for action on the disproportionate impact of COVID-19 on people from BME backgrounds, successfully lobbying government for ethnicity to be recorded on death certificates. Our new NHS Race and Health Observatory immediately started work to understand the barriers to take up of the vaccine among BME staff.



## 04 Extra NHS funding

We worked with the Health Foundation to make the case for additional funding to respond to the impact of the pandemic and to 'fill in the gaps' in the 2018 funding settlement. The Chancellor awarded £3 billion in the Spending Review – more than was expected but less than was needed.

## 05 System working

This has been at the heart of our work and we have engaged with leaders across the system to support the transition to every area becoming part of an ICS from April 2021. We have published three major reports and are influencing NHS England and NHS Improvement's proposals on next steps.

## 06 Brexit

We are a leading voice in the health sector on Brexit and run the influential Brexit Health Alliance and the Cavendish Coalition. The UK-EU trade and cooperation agreement met many of the provisions we have campaigned for on behalf of our members and the sector.

## 07 Support for social care

For the past 18 months we have led Health for Care, a coalition of health organisations that has been increasing pressure on the government to boost funding and support for social care.

## 08 Workforce

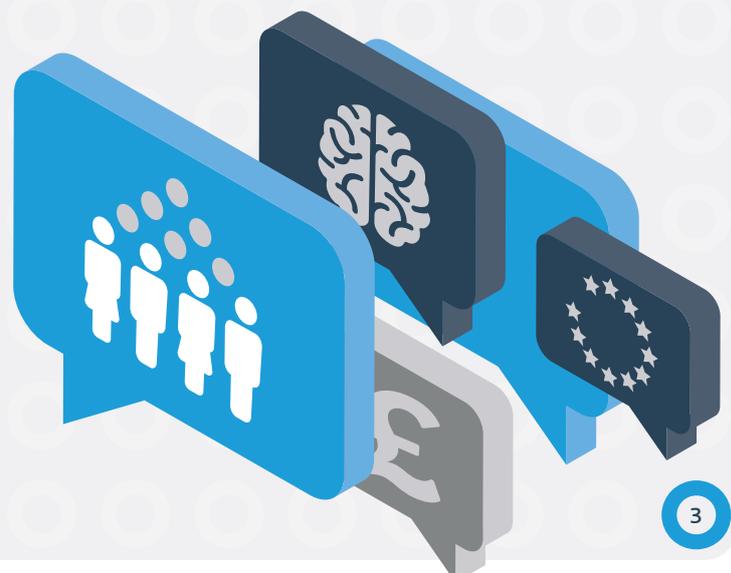
Through NHS Employers, we have provided support and guidance to workforce leaders throughout the pandemic, supplying information and advice on a range of issues, including shielding and testing, pre-employment checks and life assurance, and staff deployment and wellbeing.

## 09 Mental health

Our Mental Health Network played a key role in highlighting the additional demands on services due to the pandemic, helping to secure an extra £500 million for mental health as part of the Spending Review.

## 10 Membership for the whole system

We achieved our goal of launching new networks for our PCN and ICS members. Each network meets regularly and we are increasingly acting as the voice of PCN and ICS leaders, providing them with opportunities to influence and raise their profile on key issues.



# Working on your behalf

Since its establishment in 2019, the ICS Network has been supporting emerging systems as they mature and helping local partnerships on the journey to becoming ICSs. The ICS Network is an independent, safe space for ICS leaders to exchange ideas, share experiences and challenges, and influence the national agenda.

Over the past year, we have provided an independent national voice for ICS leaders, using their expert insight to influence national policy and legislation on the development of ICSs and how to make system working a success.

**In 2020/21 we have represented you, kept you connected, and supported you in a number of ways.**

**The ability to say things [collectively] without it being individually attributable has been quite beneficial for a number of issues.**

Alastair McIntyre

STP Portfolio Director, Deputy STP SRO,  
Black Country and West Birmingham STP



## Represented

- Highlighted the benefits of 'engine room' working and made an appeal for continued financial investment to support central staff across systems. This resulted in £11 million of transformation funding being made available from NHS England and NHS Improvement (NHSEI) to support such staff for another year.
- Engaged with senior leaders at NHSEI on the implications of the forthcoming Health and Care Bill.
- Facilitated engagement meetings with senior NHSEI officials so that ICS leaders can give direct feedback on phase three of the COVID-19 recovery and restoration plan.
- Successfully influenced NHSEI appointments guidance for ICS chairs and leaders.
- ICS chairs and leaders have been heavily involved in shaping the NHS Confederation's position on the future of system working and therefore influencing NHSEI's plans. This led to the publication of the NHS Confederation's report The Future of Integrated Care in England, and subsequent response to NHSEI's legislative proposals in late 2020. Many of the recommendations set out in these documents are set to be taken forward in legislation, notably including a shared duty to collaborate between system partners, financial autonomy for systems and the principle of subsidiarity.



## Connected

- Provided opportunities for ICS chairs and leaders to support and be supported by their peers and share good practice through our dedicated networks and events. Virtual meetings of our ICS chairs network regularly attract around two-thirds of ICS chairs.
- Established a community of system reset leads, with fortnightly calls to support peer sharing on a range of topics including health inequalities, digitally enabled care and demand management.
- Provided ICS Network members with the opportunity to meet senior government officials, including the Secretary of State for Health and Social Care and his ministerial team, to influence the government's social care review and integration agenda.
- Established a working group to support ICSs affected by potential boundary changes.
- Convened specific groups to connect ICS mental health leads (in partnership with the NHS Confederation's Mental Health Network) and ICS workforce leads (in partnership with NHS Employers) to support peer learning and support across systems.



## Supported

- Provided bespoke support for ICS chairs, including a masterclass on building psychological safety and resilience in the context of system working from Amy Edmondson, Novartis professor of leadership at Harvard Business School.
- Published Building Common Purpose, a report shining a light on five success factors that are required for high-performing engagement and communications at system level. We will support engagement and communications leaders in ICSs to take forward the findings from this report.
- Provided support through our regional teams, which cover the seven NHS regions, including regular bespoke regional integrated care bulletins.

# Support for leaders

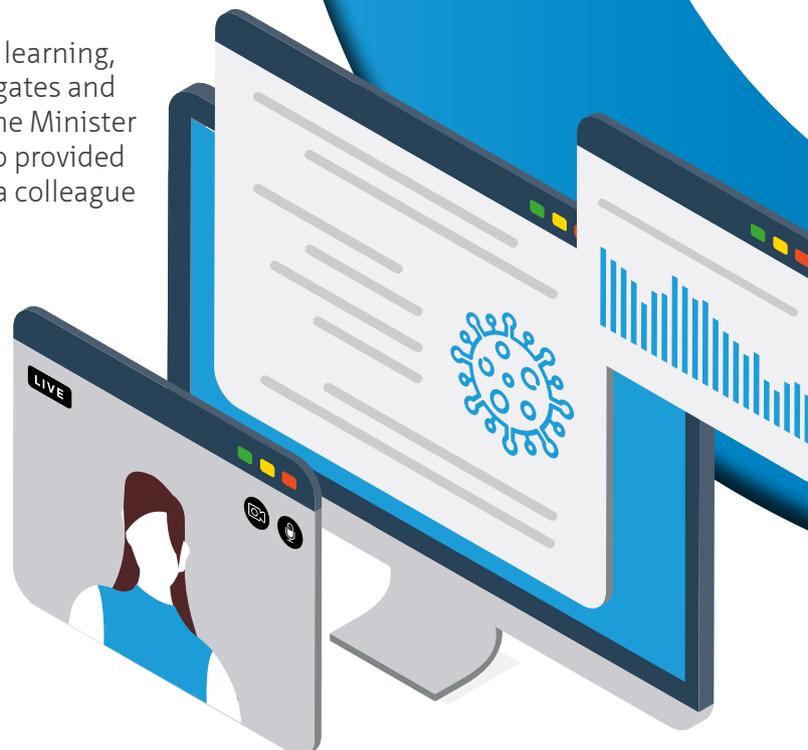
The NHS Confederation's programme of peer learning and support for first-time provider chief executives continued this year, generating a report on learnings from the first wave, and contributing to the creation of NHS England and NHS Improvement's executive suite.

Our successful Health and Care Women Leaders Network published *Action for Equality: The Time is Now*, which provided renewed impetus for greater gender representation and diversity on NHS boards. The network also commissioned a survey to better understand the impact of the pandemic on women working across health and care services.

The BME Leadership Network has been a vital source of support for BME leaders throughout the pandemic and a leading voice on combatting inequalities. In December, it published a major report on the underlying factors behind the disproportionate impact of the pandemic on BME communities and outlined necessary action to mitigate risks.

We launched the Health and Care LGBTQ+ Leaders Network, which aims to increase the numbers and visibility of LGBTQ+ people on boards and in senior leadership and to improve the experience of LGBTQ+ staff and patients. The network celebrated National Coming Out Day by publishing a compilation of coming-out stories from some of our LGBTQ+ leaders.

In November, all three networks hosted a festival of learning, wellbeing and inclusion, attended by over 170 delegates and featuring speakers including former Australian Prime Minister Julia Gillard. One hundred per cent of delegates who provided feedback said they would recommend the event to a colleague and felt it was good value for money.



# Our support in numbers

## Represent



**3,000+** people took part in our NHS Reset campaign, attending more than 50 events and contributing to 10 major reports



Contributed to **20** parliamentary inquiries, regularly giving evidence based on your insights



**35** policy reports calling for targeted changes that our members want to see



Regular appearances in the national media, acting as the voice of leaders across the system

## Connect



**100+** events, roundtables and webinars, bringing together leaders across the system



Regular meetings of our **3** equality and diversity networks, providing independent safe spaces

## Support



**200+** daily COVID-19 briefings, distilling latest news, views and developments



**180+** blogs, sharing learning and sparking debate



Monthly sessions for first-time provider chief executives, equipping leaders and providing peer support



**90+** policy briefings, summarising and analysing policy and guidance

The last year has shown what we can achieve for patients, families, carers and staff by supporting each other and sharing our expertise. The NHS Confederation is invaluable in helping us achieve it.

Sam Allen

Chief Executive, Sussex Partnership NHS Foundation Trust

# Keeping you informed and connected

There are a number of ways to keep in touch with our work and connect with what we do.



We have a regional lead in each of the seven NHS England and NHS Improvement regions. Please do make contact with them via [regional.leads@nhsconfed.org](mailto:regional.leads@nhsconfed.org)



We offer a wide range of email newsletters and bulletins, including daily member briefings, a weekly round-up of topical issues, and a range of special interest bulletins across key topics such as integrated care, system working, Brexit, and diversity and inclusion. Subscribe by visiting [www.nhsconfed.org/newsletters](http://www.nhsconfed.org/newsletters)



Providers of NHS services can access our bulletin focused on integrated care and system working, and supporting them in their role in local systems. Subscribe by visiting [www.nhsconfed.org/newsletters](http://www.nhsconfed.org/newsletters)



Our popular NHS Voices blog provides a platform for members to share their stories and case studies of innovative work. If you would like to publish a blog, please visit [www.nhsconfed.org/blog](http://www.nhsconfed.org/blog)



**Follow us on Twitter**  
[@NHSConfed](https://twitter.com/NHSConfed)



**Visit our website**  
[nhsconfed.org](http://nhsconfed.org)





The NHS Confederation is the membership body that brings together and speaks on behalf of the whole NHS

18 Smith Square, Westminster, London SW1P 3HZ

 020 7799 6666

 [enquiries@nhsconfed.org](mailto:enquiries@nhsconfed.org)

 [www.nhsconfed.org](http://www.nhsconfed.org)

Follow the NHS Confederation on  [@nhsconfed](https://twitter.com/nhsconfed)

If you require this publication in an alternative format, please email [enquiries@nhsconfed.org](mailto:enquiries@nhsconfed.org)

© NHS Confederation 2021. You may copy or distribute this work, but you must give the author credit, you may not use it for commercial purposes, and you may not alter, transform or build upon this work. Registered charity no. 1090329