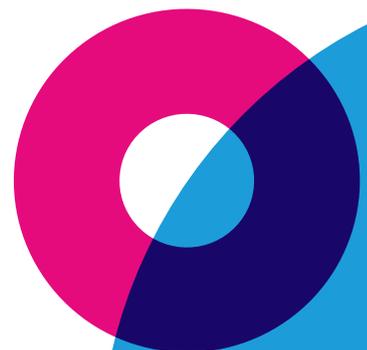
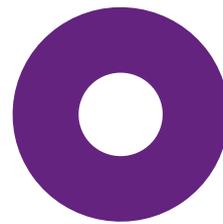




Delivering for health and care system leaders:

A new membership network for integrated care systems
and sustainability and transformation partnerships



About us

The NHS Confederation brings together and speaks on behalf of organisations that plan, commission and provide NHS services.

Through our networks in England and our operations in Wales and Northern Ireland, we represent the wide variety of organisations involved in commissioning and providing NHS care, and as such we are well placed to articulate the interests of the whole healthcare system.

We work across England, Wales and Northern Ireland, with separate operations in Belfast and Cardiff and we have a European Office focused on representing NHS interests in Europe and making sure the needs of patients and the healthcare sector are listened to and acted upon as we exit the European Union.

In England we also run NHS Employers which supports the health service in a myriad of ways in its role as the nation's largest employer.

The Confederation's members include:

- NHS trusts and NHS foundation trusts providing acute, mental health, community and ambulance services
- independent, social enterprise and voluntary sector providers of NHS services
- clinical commissioning groups
- academic health science networks.

We see our critical role as being to support and bring together all parts of the health and care system to help develop solutions to the challenges it now faces. We work closely with our partners in local government to do this.

We believe the emergence of system working will make our contribution more vital than ever as every part of England moves to become an integrated care system by 2021.



Foreword

A critical part of delivering the ambitions of the NHS Long Term plan will be empowering local systems and giving them the autonomy that they need.

At the NHS Confederation we are supporting emerging systems and helping local areas on the journey to becoming integrated care systems by April 2021. We believe the ambitions of the plan can only be met through greater collaboration, partnerships and system working.

That is why we have been consulting integrated care system (ICS) and sustainability and transformation partnership (STP) leaders in recent months to understand what support you would find most valuable.

As local systems emerge and mature, you, as system leaders, have told us it is vital that system leaders across the NHS and local government have an independent safe space to exchange ideas, share experiences and challenges, and develop solutions.

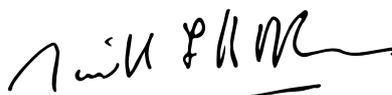
As a result of this feedback, we have now established a national network for ICS and STP leaders. This is one of a number of activities we will be undertaking to support local systems. We also plan to deliver tailored services across ICSs and STPs to support independent chairs, programme directors, clinical leads, non-executive directors (NEDs) and lay members, and wider leadership teams. This follows the support we already provide to mental health ICS and STP leads through our Mental Health Network.

The ICS and STP leaders' network will be led by its members who will decide its priorities and programme. We will support this nationally and through our regional team, and we hope the network and its members will also use us to transmit messages to the centre, as well as to facilitate engagement and promote effective system working.

We will also establish a national system policy forum consisting of other sector representative organisations to ensure our collective work to support local systems is well coordinated and avoids duplication.

We are grateful to all those who provided feedback on how we should take this forward. This document provides some more detail, but we want to work with you over the coming weeks and months to shape the way the network will operate and how we can support its members.

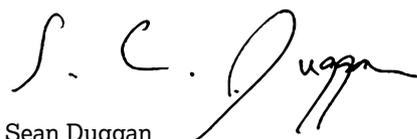
We will be launching the first ICS and STP leaders' network event with a dinner on the evening of Wednesday 6 November 2019 and hope you will be able to join us. In the meantime, please do give us feedback on this paper, by contacting Niall Dickson at niall.dickson@nhsconfed.org



Niall Dickson
Chief Executive, NHS Confederation



Julie Wood
Chief Executive, NHS Clinical Commissioners



Sean Duggan
Chief Executive, Mental Health Network

Membership benefits

There will initially be no charge for joining the network. We want to demonstrate its value and we are keen to work with you as members of the network to shape how it will operate and to define the support we provide. The network will be for ICS and STP leaders and in addition we will also support independent chairs, programme directors, clinical leads, mental health leads, NEDs and lay members, and wider leadership teams. We will support leaders working across the NHS and in local government.

Our aim would be to create a network that would:

- o **Inform** members about the changing health and care landscape in a concise and accessible way.
- o **Represent** the views of members, giving a voice to their expert knowledge and concerns at the highest levels.
- o **Influence** the development of policy relevant to members through gathering feedback and engaging with decision makers.
- o **Support** members to share ideas, insights and best practice.

Illustrated opposite are some core member benefits that we would envisage providing. However, we will work with you to develop and refine this offer.

This offer is being developed alongside a similar one we will shortly announce for primary care networks.



We will support leaders working across the NHS and in local government

The issues you have told us are most important to you

We will work with you to identify the key themes and issues that you would like us to focus on. In our discussions with leaders thus far, these are the key issues that have emerged:

Representing system leaders and influencing national policy

- Making the case for wider investment in the health and care system, including investment in social care, capital, public health, training and education and local government more generally.
- Advocating a national and regional operating model from NHS England/NHS Improvement that recognises and responds to different ICS and STP starting points and empowers local leaders, ensuring they have autonomy and flexibility.
- Supporting the development of the 'engine rooms' of ICS and STP partnerships, providing systems with the capacity and capability that they will need to succeed.
- Promoting place-based working that brings together all the partners working to improve the health and wellbeing of their local population.

Supporting ICS development towards the goal of all systems achieving ICS status by 2021

- Providing opportunities to share information and learning between systems across the country.
- Helping shape policy on the ICS authorisation process, operation of system control totals and some of the continuing challenges in building effective relationships with system partners.
- Establishing what good looks like for an ICS and exploring specific aspects of the ICS's role, such as the relationship with strategic commissioning.

Sharing knowledge and best practice

- Providing access to case studies and best practice examples.
- Facilitating a peer support approach, for example in relation to the development of five-year system plans.
- Considering the interface between system, place and neighbourhood, including the relationship with emerging primary care networks.

Providing practical support to system leaders and the wider ICS and STP team

- Providing opportunities for systems to establish 'buddying' relationships to support shared learning.
- Connecting leaders across the NHS, local government and other public services.
- Hosting regular events and webinars that respond to specific development needs and areas of common interest.
- Creating opportunities for knowledge-sharing through national events, where appropriate, and in partnership with other national organisations.

Wider membership benefits

As a member of the network and therefore of the NHS Confederation, you and your teams will also be able to access a range of wider benefits, including those outlined below. These member benefits sit alongside the services provided by our networks to their individual members.

- Our new **regional engagement** team is now up and running and is keen to support you in any way it can. We have a regional lead in each of the seven NHS England/NHS Improvement regions – if you have not already done so, please do make contact with them via regional.leads@nhsconfed.org
- Our **BME Leadership Network** which launched in March 2019. If you, or other leaders or potential leaders in your team who would like to learn more about this exciting new group, or if you would like bespoke support and advice on equality diversity and inclusion issues, please contact joan.saddler@nhsconfed.org
- Our **Health and Care Women Leaders' Network** which now has more than 1,000 members. For more information, please contact julie.johnson@nhsconfed.org
- Increasingly NHS leaders are recognising the potential and importance of their role in driving **growth within local economies**. This includes opportunities for NHS organisations and systems to access new funding sources. To find out more about our dedicated programme which provides support to members in this area, please contact michael.wood@nhsconfed.org
- We have established an **NHS international special interest group** to plug into developments around the world, explore opportunities for the NHS to learn from overseas and promote our own best practice. If you or one of your team would like to find out more or just sign up, email international@nhsconfed.org
- We organise **exclusive events for members** – for example this year we have held roundtables on equality and diversity, the proposed future system architecture, how ICSs and STPs can become the engines for tackling the workforce crisis, and a dinner for senior leaders on the implementation of the Long Term Plan. We will prioritise you for invites to key events.
- We are leading a coalition of national health organisations in a major campaign – **Health for Care** – to help secure reform and a long-term funding settlement for social care. Our aim is to help deliver the sustainable social care system that is urgently required, and which will help reduce pressure on local NHS services. For more information, please contact daniel.reynolds@nhsconfed.org
- As the UK government negotiates our future relationship with the European Union, we are providing vital leadership on behalf of the health and social care sectors by leading two national coalitions – **the Brexit Health Alliance** and **Cavendish Coalition** – to make sure the NHS voice is heard during Brexit negotiations. We also influence and improve numerous EU laws that affect the NHS and we empower members to achieve their international ambitions, including accessing international funding streams. For more information, please contact layla.mccay@nhsconfed.org

“Our new regional engagement team is keen to support you in any way it can

Our track record in supporting systems

- Events and other networking opportunities for ICS and STP independent chairs to share views, experiences and discuss the opportunities and challenges of the role.
- Regional meetings and an online forum providing support for ICS and STP programme directors.
- Forums for other key system leaders, including for mental health leads, workforce leads, and non-executive directors and lay members.
- Webinar series led by system leaders to share learning, experience and perspective. Speakers have included Rob Webster, Ian Dalton, Matt Tagney, David Pearson and Dr Claire Fuller.
- Joint events with ADASS focused on learning, sharing and developing effective relationships between the NHS and local government.
- Workshops and roundtables to help system-level and local leaders develop solutions to shared challenges.

Networking and practical support



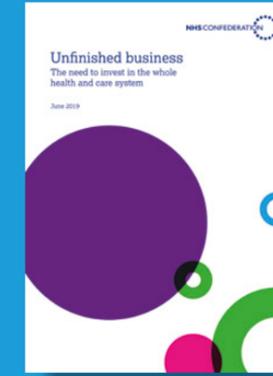
Providing a platform



Thought leadership and advocacy



- Specific content aimed at system leaders delivered at Confed19.
- An annual programme of roundtables and events that bring together system leaders with government and ALB leaders.
- Regular blogs on our NHS Voices, written by and for system leaders, for example Kate Arden, Robin Tuddenham, Aaron Cummins and Sharon Adams.



Funding

Argues delivery of the Long Term Plan hinges on governmental investment in workforce, capital infrastructure, the prevention agenda, and social care.



Commissioning

Interviews with leaders from nine CCGs in England highlighting patient-centred work taking place to drive innovations and improvements across health and social care.



Governance

An explainer for the NHS and local government outlining possible solutions for the governance and accountability challenges brought on by integrated care.



Long Term Plan

Following a survey of NHS Confederation members, this report calls for action to remove the barriers to effective local system working and makes recommendations for the Long Term Plan.



Workforce

Reporting on a roundtable with ICS and STP leaders to agree how a strengthened role for local system leaders could develop, plan and deliver a workforce fit for the future.

How to stay in touch



We offer a wide range of email newsletters, including:

- Media summaries
- Member update
- Health policy digest
- Local growth bulletin
- NHS European office update
- Mental Health Network update
- Independent Healthcare Providers Network update
- NHS Clinical Commissioners update
- Local growth bulletin
- Regional integrating care bulletins
- NHS Brexit bulletin
- NHS Confederation chief executive's blog

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

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