

South East London Integrated Care System (SEL ICS)

VCSE Director Candidate Information Pack

23 June 2022

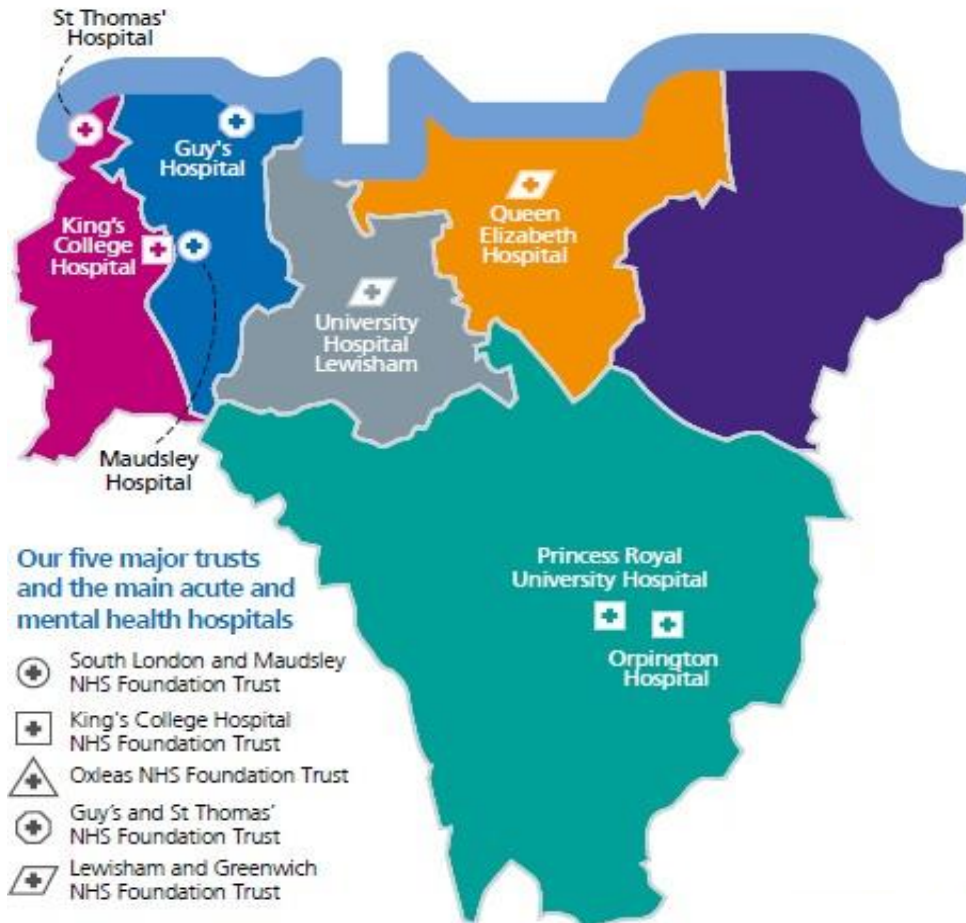
Our six boroughs in south east London

South east London is diverse, and the health and care needs of its 1.9 million people are complex

Our population is both growing and ageing; that means demand for health and care services is set to increase significantly as more people live longer

We have significant health inequality within our six boroughs. Life expectancy at birth can vary across south east London by up to nine years between the most and least deprived areas

People's health is effected by the wider determinants of health – such as deprivation, local environment, housing, education, employment and social isolation – have a significant impact, including lifestyle choices



About our boroughs

Bexley

- 16% of Bexley's population are aged 65 and over
- 16.3% of children living in Bexley live in low-income families
- Life expectancy is 7.9 years lower for men and 6.7 years lower for women in the most deprived areas of Bexley, compared to the least deprived areas

Bromley

- 18% of Bromley's population are aged 65 and over
- 13.2% of children living in Bromley live in low-income families
- Life expectancy is 8.1 years lower for men and 6.1 years lower for women in the most deprived areas of Bromley, compared to the least deprived areas

Royal Greenwich

- Royal Greenwich is ranked amongst the 30% most deprived local authority areas in the country
- 21.8% of children in Royal Greenwich live in low-income families
- 38% of Royal Greenwich's population are from a Black and Minority Ethnic background

Lambeth

- Lambeth is ranked amongst the 15% most deprived local authority areas in the country
- Lambeth has the second largest lesbian, gay and bisexual communities in the country
- 60% of Lambeth's population are from a Black and Minority Ethnic background

Lewisham

- Lewisham is ranked amongst the 15% most deprived local authority areas in the country
- 22.6% of children in Lewisham live in low-income families
- 47% of Lewisham's population are from a Black and Minority Ethnic background

Southwark

- Southwark is ranked amongst the 15% most deprived local authority areas in the country
- Southwark has the third largest lesbian, gay and bisexual communities in the country
- 46% of Southwark's population are from a Black and Minority Ethnic background

What is the Integrated Care System - animation



<https://bit.ly/WhatIsAnICS>

Our purpose:

- **Improve outcomes** in south east London population health and health and care services
- **Tackle inequalities** in outcomes, experience and access suffered by the residents of south east London
- **Enhance productivity and value for money** in the in the use of health and care resources in south east London
- Help the NHS support **broader social and economic development** in south east London

Principles by which we'll achieve it:

- **Partnership:** We are a partnership of sovereign bodies coming together to achieve something greater than the sum of our parts. All partners have a voice and all partners have responsibility.
- **Subsidiarity:** This means issues and decisions should be addressed at the most local level consistent with their effective resolution.
- **Accountability:** We value both supporting each other and being held to account by each other and our wider partners.

Our South East London ICS

Our ICS is a partnership. It's our shorthand for south-east London working together to improve health and care for our communities.

Our six system-wide priorities for improving care:

- ▶ Preventing ill-health and supporting wellbeing
- ▶ Compassionate, whole person care, delivered in community wherever possible
- ▶ Rapid access to high quality specialist services when people need them
- ▶ Joined up care across health and other public services
- ▶ Addressing health inequalities
- ▶ Building resilient communities

In practice this means building on the significant changes we have made in how we work together.

Our 'operating principles' to guide how we manage our system:

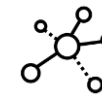
Partnership by default



A single SEL pound



Combining our resources



Respecting subsidiarity



Ensuring sustainability



As an ICS we are being more systematic about the cultural and organisational infrastructure needed for faster change.

Our approach to building cultural and organisational infrastructure:

Formalise a new way of working



Establish a new system architecture



Support our staff to work as a system



Focus on innovation and improvement



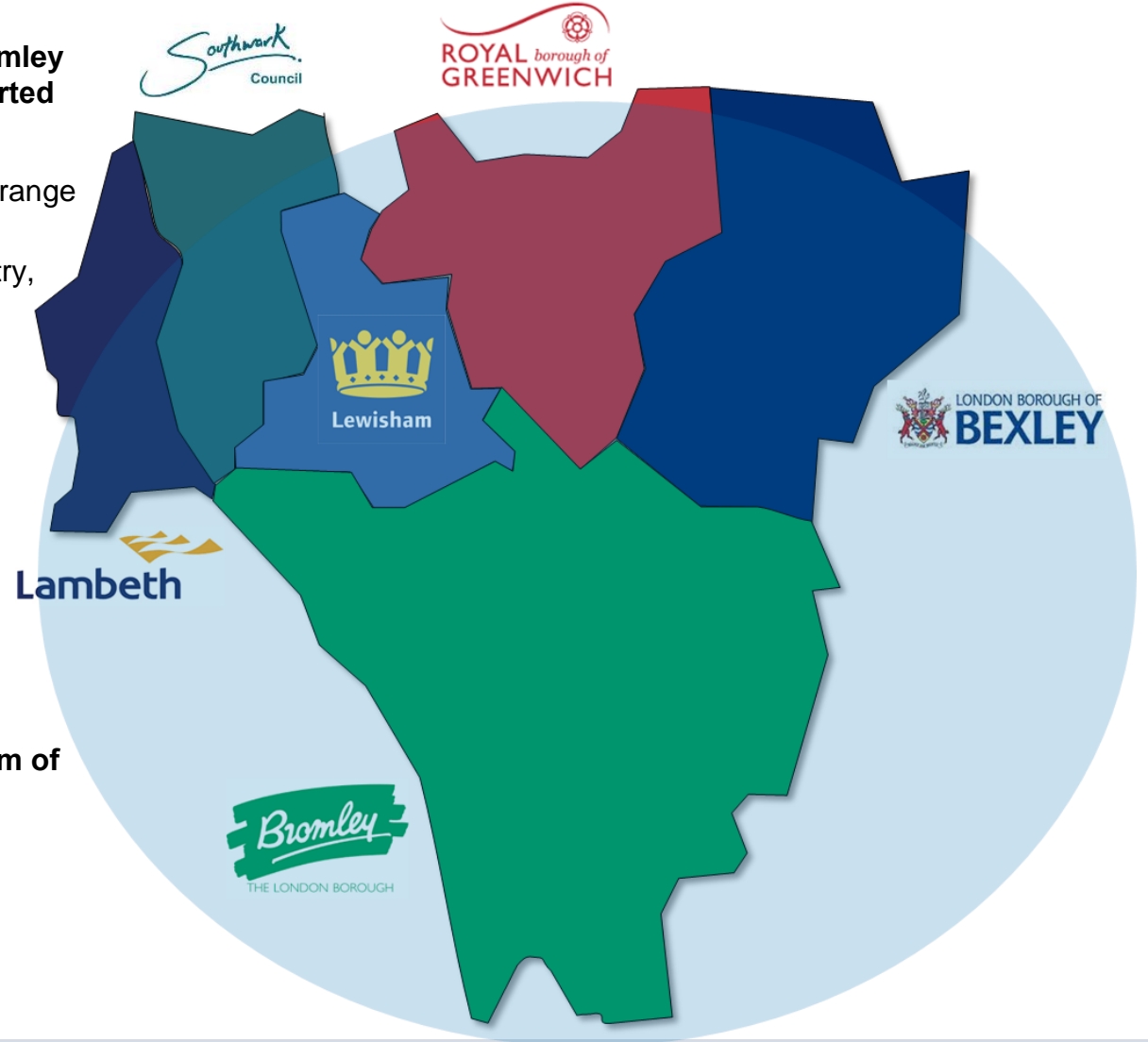
South East London ICS partners

The six London boroughs of Lambeth, Southwark, Lewisham, Greenwich, Bromley and Bexley (also known as our 'places') are home to 1.9 million people, supported by:

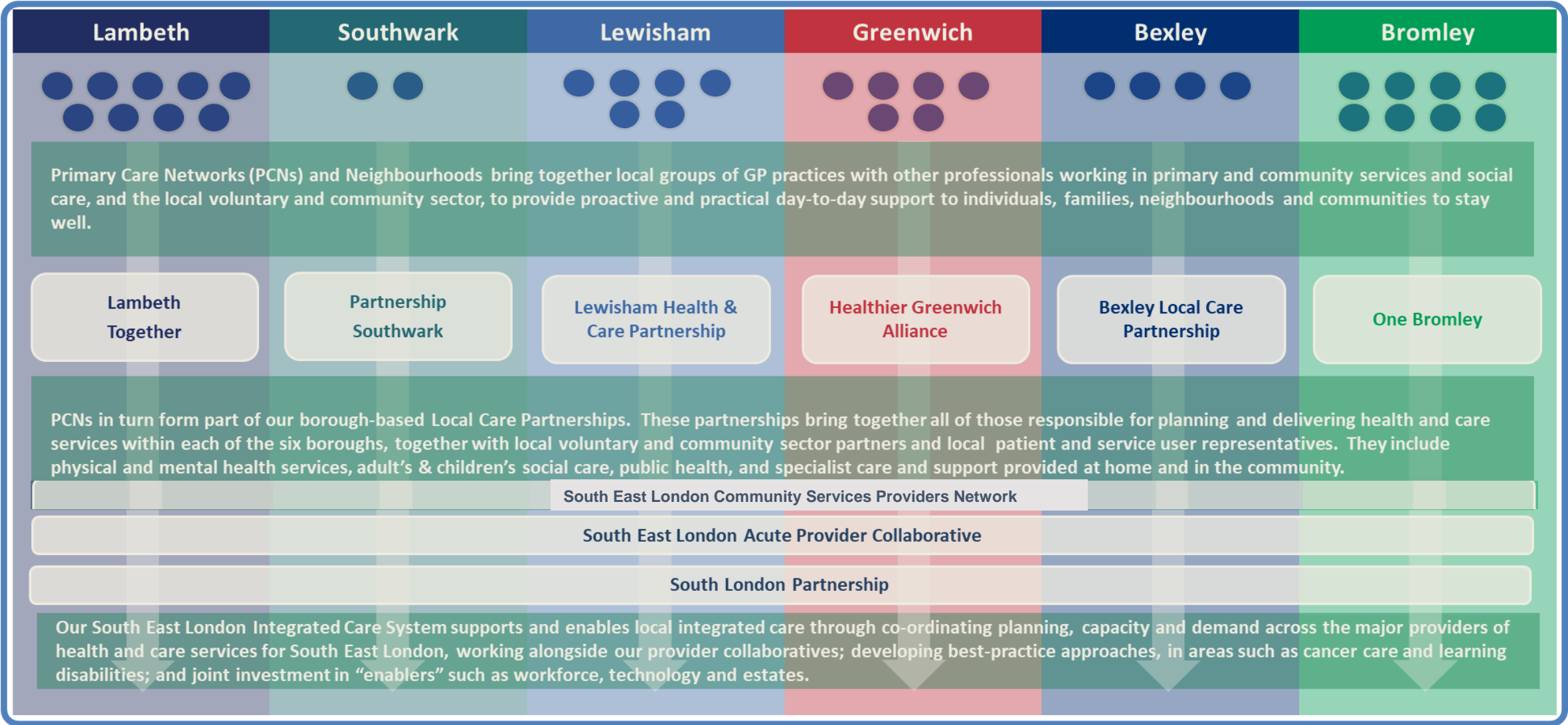
- The six south east London local authorities, delivering and commissioning a wide range of care services and wider services important to health and well being
- 212 individual GP Practices, alongside community pharmacies, dentistry, optometry, organised within neighbourhood-based 35 Primary Care Networks
- Guy's and St Thomas' Hospital NHS Foundation Trust
- King's College Hospital NHS Foundation Trust
- Lewisham and Greenwich NHS Trust
- Oxleas NHS Foundation Trust
- South London and Maudsley NHS Foundation Trust
- Bromley Healthcare CIC
- King's Health Partners, our academic health science partner
- Thousands of local voluntary and community organisations
- NHS South East London Clinical Commissioning Group

We come together to provide health and care support and services as a 'system of systems' through:

- our Provider Collaboratives
- our six Local Care Partnerships
- our 35 Primary Care Networks
- our Integrated Care Board and Integrated Care Partnership



Our ICS brings together health and care organisations across south east London through:



Together, these partnerships make up the South East London ICS



A closer look at structures and arrangements to enable collaboration across the South East London (SEL) system

| | |
|---|--|
| SEL Acute Provider Collaborative | Brings together Guys & St Thomas's FT, King's FT and Lewisham & Greenwich Trust. Responsible for joint planning, use of resources and collaborative improvement for groups of specialist hospital services where this can be best delivered through joint work across SEL. |
| South London Mental Health Partnership | Brings together South London and Maudsley FT and Oxleas FT in SEL as well as South London and St Georges in SWL. Within this, there will be a distinct SWL collaborative, responsible for managing resources and working together on improvement of specialist mental health services. |
| SEL Community Network | Brings together community services from Guys & St Thomas's, Lewisham & Greenwich, Oxleas and Bromley Healthcare to benchmark performance and share learning on delivery of community services. This will be an advisory network rather than a formal collaborative receiving a delegation of resources and responsibilities. It may in time provide a vehicle for joint improvement work. However, our local care partnerships are the main vehicle for integrating and transforming community based services. |
| SEL Primary Care Leadership Group | Primary Care Leadership Group brings together primary care leaders from our six boroughs to contribute system-wide governance and ensure perspectives and concerns of primary care are heard. Our clinical effectiveness programme provides mechanism for collaboration on improvement across primary care. |
| SEL VCSE forum/Alliance | VCSE director role (hosted by VCSE organisation) to represent VCSE within our Integrated Care Partnership and SEL-wide governance groups, and to establish a VCSE forum to bring together VCSE to engage with and contribute to our system. Alongside this, our local care partnerships in each borough will be the main vehicle for partnership working and collaborative improvement involving health, care and the VCSE. |

A closer look at structures and arrangements to enable collaboration across our health and care system

| Body | Purpose | Membership |
|------------------------------------|---|--|
| Integrated Care Partnership | Broad alliance of organisations across SEL. Set strategic direction and hold the SEL system to account. Agrees an ICS Integrated Care Strategy, for which partners take delivery responsibility, collectively and individually. | <ul style="list-style-type: none"> • ICB Chair* & CEO • 6x LA elected leaders* (or nominated cabinet members) • 3x Local Authority Directors – DASS, DCS, Public Health • 5x Chairs of provider organisations (Bromley Healthcare, GSTT & KCH, LGT, Oxleas, SLaM) • 1x SEL Healthwatch representative • 1x Senior representative of Kings Health Partners • 1x Primary Care/PCNs representative • 1x VCSE representative <p><i>*Partnership jointly chaired by ICB Chair and one of the LA leaders</i></p> |
| Integrated Care Board | Allocates and delegates NHS resource, works together to lead integration within NHS services, oversees the performance of our system. | <ul style="list-style-type: none"> • 1x ICB Chair • 3xNEDs • ICB CEO, ICB CFO, ICB Director of Nursing, ICB Medical Director • Partner members: 1x Primary medical services, 1x Local Authority CEO, 1x Mental Health services, 1x Community services, 1x Acute services • Place partner members: 6 x Place Executive Directors |

Thank you for your interest in this role