

Integrated Care Systems Update

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Guidance/Legislation/Policy/News

NHS England, [Operating framework for NHS England](#), “This documents sets out in more detail how NHS England will work. It outlines NHS England’s purpose and behaviours, how they will add value, their medium-term priorities and the accountabilities and responsibilities of the different organisations in the NHS, as well as how they will work with their partners across the health and care system. It will inform how NHS England develop as an organisation in order to become more agile and reduce duplication and help the NHS to deliver the priorities identified within the NHS Long Term Plan alongside the actions needed to respond to the pandemic and wider pressures.”

NHS Confederation, [NHS England’s new operating framework: what you need to know](#), “This document clarifies the behaviours underlying the new statutory duties on NHS England and system partners, without being too prescriptive about local arrangements.”

Supporting High Quality Integrated Service

National Audit Office, [Introducing Integrated Care Systems: joining up local services to improve health outcomes](#), “This report examines the setup of ICSs by DHSC, NHSE, and their partners and the risks they must manage. Unlike many National Audit Office reports, this is not an assessment of whether the programme has secured good value for money to date because ICSs have only recently taken statutory form. Instead, it is an assessment of where they are starting from and the challenges and opportunities ahead. The recommendations made intend to help manage those risks and realise those opportunities.”

Future Health, [Under pressure: an analysis of primary care pressures facing Integrated Care Systems at launch](#), “This report highlights a number of systems with relatively high levels of deprivation who are also experiencing relatively high primary and secondary care pressures. For new ICS leaders understanding these differences in population health need, through detailed and co-ordinated data analysis and working closely with local places to develop tailored approaches will be critical. This report seeks to provide ideas for positive action in two forms.”

NHS Confederation, [Ways of working between the health and wellbeing board and integrated care partnership in Lincolnshire](#), “How Lincolnshire’s ICS, Better Lives Lincolnshire, facilitated partnership working between the integrated care partnership and local authority HWB.”

NHS Employers, [Integrated workforce thinking across systems: practical solutions to support integrated care systems \(ICSs\)](#), “This guide has been written to support employers in integrated workforce thinking, in line with delivering the ICS strategy.”

COVID-19

NHS England, [Long COVID: A framework for nursing, midwifery, and care staff](#), “This framework supports nurses, midwives and care staff in ensuring care remains at a high standard, as well as demonstrating their significant contribution to the long COVID response. It gives the opportunity to embrace collective leadership in supporting the people and communities service and showcases good practice as it emerges across England.”

Reducing Inequalities

The King's Fund, [If integrated care cannot tackle inclusion health, we should all be worried](#), "Getting health and care right for some of the most excluded populations in the country needs intentional local leadership committed to a bigger scale of impact. In this blog, Toby Lewis discusses health inclusion in the recent integrated care landscape."

Office for Health Improvement and Disparities, [Health disparities and health inequalities: applying All Our Health](#), "This All Our Health: health disparities and health inequalities resource highlights that everyone can contribute to addressing health disparities and health inequalities in the course of their everyday work or role. It has been created to help a wide range of organisations and professions, including health and care professionals, practitioners, commissioners, senior leaders, managers, and voluntary community sector workers."

The King's Fund, [The Office for Health Improvement and Disparities: one year on](#), "In this blog David Buck, Senior Fellow at The King's Fund, looks at the public health gains and losses one year on from the formation of the Office for Health Improvement and Disparities."

The Health Foundation, [How does residential mobility shape the health of local areas?](#), "In this piece, The Health Foundation uses open access area-level data on migration from the 2011 census for England and Wales to better understand residential mobility patterns and how they might contribute to geographical inequalities in health."

The King's Fund, [Can Deaf and disabled people's organisations help shape health and care services in the UK?](#), "Manishta Sunnia, a researcher for the disabled women's collective, Sisters of Frida, outlines how working in partnership with Deaf and disabled people's organisations could enable health services to better meet the needs of those who use them."

Workforce/Healthcare Workforce

NHS Providers, [Rising living costs – the impact on NHS, staff and patients](#), "This briefing is based on a survey of trust leaders, and focuses deliberately on the impact of the rising cost of living on NHS staff, and the patients and communities they support."

Nuffield Trust, [Peak leaving? A spotlight on nurse leaver rates in the UK](#), "Nursing is the single largest profession in the NHS, but it suffers from substantial staffing shortages. This analysis from Billy Palmer and Lucina Rolewicz reflects on the rate at which the health service is losing nurses, and considers the reasons why."

NHS Employers, [Health and wellbeing communications guide](#), "This guide provides practical tools that will help NHS health and wellbeing and staff experience leads deliver successful campaigns and initiatives."

The King's Fund, [How can managers and leaders support staff wellbeing in the NHS?](#), "At a time of crisis for the health and care system, how can managers and leaders in the NHS be supported to line manage and lead well? Simon Newitt outlines the thinking behind The King's Fund new free online course that aims to do that."

The King's Fund, [Leading well for staff health and wellbeing in the NHS](#), Online Course, "This free, online, three-week course will help develop attendees understanding of their own health and wellbeing and learn to better lead and support their colleagues, team and organisation."

The King's Fund, [The courage to press the pause button: the role of OD in supporting health and care leaders](#), "What challenges are leaders in the health and care system facing? And what role can organisational development play in supporting leaders to tackle the root of these challenges? Sally Hulks shares insights from former participants of The King's Fund Advanced Organisational Development programme."

GMC, [The state of medical education and practice in the UK: the workforce report 2022](#), “This report analyses workforce trends in the GMC’s medical register to provide a data resource for policymakers and workforce planners. Across all four UK nations, there is an increased focus on the steps needed to ensure health services have the capacity to meet patients’ needs, now and into the future. This report contributes to the efforts led by the UK governments and healthcare organisations across the UK to secure the future workforce that health services need.”

Nuffield Trust, [The NHS workforce in numbers: facts on staffing and staff shortages in England](#), “Despite the huge scale of its labour force, it is increasingly apparent that the NHS doesn’t have enough staff to meet demand. In this updated explainer the Nuffield Trust lay out the facts – in so far as the existing data allows – on size and structure of the current NHS workforce. It highlights the extent of current shortages and their effect, and outlines some of the workforce pressures that lie ahead.”

ICLUK, [Health and place: how levelling up health care can keep older workers working](#), “The Health of Older People in Places (HOPE) project is a multidisciplinary research project funded by the Health Foundation under the Social and Economic Value of Health in a Place (SEVHP) programme. The HOPE project has built on this research by showing the link between levels of employment and health in a place.”

Performance/Finance

Nuffield Trust, [Will the ‘down payment’ be enough to sustain the social care system?](#), “In her first address to parliament the Secretary of State for Health and Care announced a £500 million fund intended to help free up hospital beds over winter and help retain and recruit more care workers – a fund described as a ‘down payment’. Natasha Curry describes the likely impact of this latest injection of short-term cash on the beleaguered social care system.”

Nuffield Trust, [Hospitals at capacity: understanding delays in patient discharge](#), “This QualityWatch blog from Sophie Flinders and Sarah Scobie takes a closer look at the rising number of patients facing delays in leaving hospital – and explores the reasons why it’s happening.”

NHS Confederation, [A renewed vision for the NHS](#), “This report outlines members’ views on what national bodies and the government should consider when planning the future, including how the NHS Long Term Plan priorities may need to be adjusted post COVID-19.”

The King’s Fund, [Poor NHS buildings mean poor NHS care](#), “While the government is promising to build ‘40 new hospitals’ Siva Anandaciva, Chief Analyst at The King’s Fund, considers the reality for patients and staff in existing NHS buildings and the cost of dealing with the maintenance backlog.”

Care Quality Commission, [The state of health care and adult social care in England 2021/22](#), “This report sets out the Care Quality Commission’s (CQC’s) assessment of the state of care in England in 2021/22. This year’s assessment concludes that the health and care system is gridlocked, unable to operate effectively. Most people are still receiving good care when they can access it – although this is less likely to be the case for people living in deprived areas, disabled people and people from ethnic minority groups. Without action now, staff retention will continue to decline across health and care, increasing pressure across the system and leading to worse outcomes for people. Services will be further stretched, and people will be at greater risk of harm as staff try to deal with the consequence of a lack of access to community services, including adult social care.”

NHS Confederation, [The State of Care report: what you need to know](#), “This briefing provides a summary and analysis of the Care Quality Commission’s annual report on the state of health and care in England.”

The Health Foundation, [Improving efficiency in the NHS](#), “The NHS is already an efficient health care system, in terms of what is achieved with the funding available. However, with constant pressure to do more with less, finding ways to improve efficiency is always high on the agenda.”

Mental Health Services

Centre for Mental Health, [A working partnership: a guide to developing integrated statutory and voluntary sector mental health services](#), “This briefing focuses on the development of integrated mental health services which involved staff from both the NHS and VCS working together as part of the same team.”

Primary Care

Institute for Employment Studies, [Job crafting and flexible working in general practice](#), “This study has explored how six GP practices across the UK have approached the challenges of designing and implementing flexible work designs and job crafting to meet the increase in patient demands and ensuring that individual staff needs, and the wider practice can be balanced.”

Urgent and Emergency/Community Care

Centre for Health Economics, [The potential for payment reform to influence emergency admissions: the case of blended payments in the English NHS](#), “This paper constitutes the second output of the ESHCRU2 project 3.1 analysis of purchaser-provider contracts: modelling risk sharing and incentive implications. This project has focused on the implications of payment reform of blended payment for emergency care. Building on the new theoretical model (Chalkley et al 2022) this paper is an empirical investigation of hospitals’ propensities to admit patients who attend their Accident and Emergency Departments. It provides a basis for considering the potential impact of the blended reform on emergency admissions.”

The King’s Fund, [Are community diagnostic centres \(CDCs\) really moving care closer to home?](#), “The vision is for CDCs to be ‘one-stop shops for checks, scans and tests’, designed to achieve early diagnoses for patients and timely treatment and intervention. But are they delivering on this vision, removing barriers to access and moving care closer to home? Charlotte Wickens, Danielle Jefferies and Sneha Sircare examine the evidence.”

The King’s Fund, [Why do diagnostics matter? Maximising the potential of diagnostics services](#), “This briefing explores the role that diagnostics play in underpinning much of the activity that takes place in the health and care system, the policy focus to date and where attention is needed to ensure diagnostic capacity and capability are fit for the future.”

Nuffield Trust, [Falling short: how far have we come in improving support for unpaid carers in England?](#), “People who provide care unpaid for a family member or a friend due to illness, disability, or mental health provide a vital role bridging gaps in state-funded support. But despite the laudable policy statements in support of carers, this Nuffield Trust report looking at the policy history and latest data shows that the reality for unpaid carers has been one of diminishing help over time.”

Nuffield Trust, [Should emergency departments move patients to other wards even when there’s no bed space available?](#), “With emergency departments beyond capacity throughout the country, some hospitals have been trialling an approach of moving a set number of patients into inpatient wards each hour, regardless of bed availability. Is this a viable solution to the problems faced throughout the system? Dr Louella Vaughan assess the evidence and argues for further caution before rolling out such a model.”

Maternity and Neonatal Services

Department of Health and Social Care, [Reading the signals: Maternity and neonatal services in East Kent – the Report of the Independent Investigation](#), “The primary reason for this report is to set out the truth of what happened at East Kent maternity services for their sake, and so that maternity services in East Kent can begin to meet the standards expected nationally, for the sake of those to come. The report identifies four areas for action.”

Other Interesting Research

The Health Foundation, [A framework for NHS action on social determinants of health](#), “This long read outlines a framework to understand potential approaches for NHS organisations seeking to address social factors that shape health, focusing on the role of local and regional action. It describes four categories of potential approaches, from more narrow interventions focused on improving care for individual patients, to broader partnerships to improve the health of populations.”

NHS Confederation, [The link between investing in health and economic growth](#), “This analysis shows that growth in healthcare investment has a clear relationship with economic growth. It shows that for each £1 spent per head on the NHS, there is a corresponding return on investment of £4 – showing economic benefit to investing in our national health service.”

The King’s Fund, [Poverty and the health and care system: the role of data and partnership in bringing change](#), “Health and care systems can mitigate, reduce and prevent poverty’s effects on health, but to do this they need to be much better at sharing and acting on data. This long read by The King’s Fund and the Centre for Progressive Policy sets out the data available, explores existing good practice, and what needs to happen next.”

The Health Foundation, [Economic turmoil and its impact on health and care](#), “Autumn has been a rollercoaster. The big issue dominating everything is whether the new Prime Minister will have a detailed fiscal plan that can assure the markets of what the former Treasury Permanent Secretary, Lord MacPherson of Ealing, calls sound money. This will affect the cost-of-living, interest rates, pension savings and the housing market, touching most people’s lives. This impact also extends to health.”

The Health Foundation, [Public health grant: what it is and why greater investment is needed](#), “Investment in prevention represents excellent value for money compared with health care spend. Yet recent announcements have continued the trend of disinvesting in the wider funding that helps to maintain and improve people’s health. While DHSC spend on NHS England has increased in real terms over the past decade, there has been a 24% real-terms per person cut in the value of the grant between the initial allocations for 2015/16 and 2022/23.”

The King’s Fund, [Has the public fallen out of love with the NHS?](#), “Earlier this year The King’s Fund and The Nuffield Trust published results of the 2021 British Social Attitudes survey, which asked members of the public about their views on health and care services. The results were stark, with unprecedented drops in satisfaction across the board. But can we conclude that there has been a fundamental rupture in the relationship between the NHS and the public?”

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NHS OpenAthens- [Self-register](#) You will need your own NHS OpenAthens account to access databases and other online resources. Select your organisation. Your username will be generated after you submit the online registration form. Look out for an automated e-mail from ‘OpenAthens’ in your Inbox; click on the activation link to set your password.

This guide provides a selection of relevant resources and is not intended to be a comprehensive list. All websites have been evaluated and details are correct at the time of publications.

Details correct at time of going to print. Please note that resources are continuously updated.

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