

ICS system development

Since the establishment of the SEL ICB in July 2022, far-reaching changes have been made as to how the system works. These changes recognise the reality of working as a system-of-systems and seeks to establish the skills, capabilities and infrastructure needed to transform health and care.

Three principles have been agreed to support delivery within this complex environment:

- **Partnership:** The ICS is a partnership of sovereign bodies coming together to achieve something greater than the sum of the partners.
- **Subsidiarity:** This means issues and decisions should be dealt at the most local level consistent with their effective resolution.
- **Accountability:** The ICS places value on partners both supporting each other and being held to account by each other and wider partners.

Six areas have been identified in which the conditions for change must be created (see next page):

- Working together as a system,
- Allocating resources,
- Developing leadership and workforce,
- Working in partnership with local communities,
- Innovation and service transformation, and
- Developing analytical and digital capability and estates.

We will be continuing to work as a system to secure these conditions for change as part of our enabling approach to securing our overall strategic and outcome improvement objectives.

Structure of the South East London ICS



System development: creating the conditions for change

Working together as a system

There is a focus on introducing more effective ways of working as a health and care system, with the ICB acting to oversee the effectiveness of the system as a whole, bringing partners together to tackle cross-system challenges, and supporting the redesign of services across organisational boundaries. OD and professional support continues to be invested to embed new ways of partnership working, including the sharing of responsibility in line with the principles of partnership, subsidiarity and accountability.

Allocating resources

The ICB has been given greater flexibility to choose how to allocate resources across the system, with a new medium-term financial strategy due to be launched in June 2023 which will reflect local and national priorities. There is a continued focus on efficiencies through which money can be released to support innovation and improvement.

Developing leadership and workforce

The People Strategy is a key enabler to the Integrated Care Strategy, with new ways of working across boundaries and new roles an ongoing priority. Creating the conditions for change, addressing workforce gaps, and ensuring the right leadership at every level are fundamental to success. In SEL this journey has started through building partnerships and the right governance to take action and invest appropriately to support workforce growth. Connections across workforce, digital and estates are being made regularly in service delivery.

Working in partnership with local communities

The 'Working with People and Communities' strategy sets out the ambitions of the SEL system to shift its delivery model to one of partnership with local people and communities, supported by appropriate investment. This includes within the context of design and delivery as well as oversight of the system.

Innovation and service transformation

The Integrated Care Strategy has identified five priorities, through which a new approach to major cross-system projects in improvement, innovation and service redesign will be tested. A review of the skills required for delivery will be completed, drawing on the expertise present in the system, including the Health Innovation Network (the Academic Health Science Network for south London), King's Health Partners (our Academic Health Sciences Centre) and the Voluntary, community and social enterprise sector (VCSE).

Developing analytical and digital capability and estates

SEL ICS is committed to developing the skills, technology, data and digital systems required to improve services and make better use of resources. This includes the 'population health management programme' which will generate more detailed information on the health of people in south east London to allow for more targeted services and support. In parallel, buildings and facilities will be developed to support joint working across services and more person-centric care. The ICS digital and estates strategies are due to be reviewed in 2023.