

What is the Joint Forward Plan

Our Integrated Care Board Joint Forward Plan sets out our **medium term objectives and plans**, at both a borough level and from the perspective of our key care pathways and enablers at ICS system level, to ensure that we are developing a service offer to residents that:

- **Meets the needs of our population.**
- Demonstrates and makes tangible progress in **addressing the core purpose of our wider integrated care system - improving outcomes** in health and healthcare, **tackling inequalities** in outcomes, experience and access, **enhancing productivity and value for money** and helping the NHS support broader **social and economic development**.
- Delivers **national Long Term Plan and wider priorities**, all of which resonate from a SEL population health perspective.
- Meets the **statutory requirements** of our Integrated Care Board.

Our Joint Forward Plan provides the following:

- A strategic overview of our **key priorities and objectives for the medium term**, through our integrated borough, end to end care pathway and enabler programmes.
- A high level summary of the **short term actions** that we will take, working with partners, to ensure the key milestones that support us in meeting these medium term objectives are secured, with further underpinning detail to be included in our annual operational plans.

We published our first Joint Forward Plan in June 2023. This our refreshed Joint Forward Plan for 2024/25 which:

- Takes account of implementation and outcomes over the previous year, including any learning to be applied to our future plans.
- Reflects any changes required due to new or emerging issues or requirements, be they related to population health, feedback from our communities and service users or service delivery issues and opportunities. **This includes an increasingly challenging context – with our system facing significant underlying** financial, population and performance challenges.

What is the Joint Forward Plan

The Joint Forward Plan builds on the work we have been doing as a wider system and is driven by:

- Our **Integrated Care Partnership integrated care strategy**. It includes clear commitments around our Integrated Care Board delivery of the strategic objectives, outcomes and priorities we have collectively agreed as a wider partnership to working collaboratively to secure.
- Our **borough based Local Health and Wellbeing Plans**, and the work our Local Care Partnerships will take forward to secure these plans, harnessing the benefits of joint working and integration to do so.
- A consideration of the full breadth of underpinning **care pathways and enablers** that we will need to develop, improve and transform to meet these priorities.
- A focus on **national priorities for the NHS**, including the planned **delegation** of key services to Integrated Care Boards from NHS England.
- An assessment of delivery against the ICB's **statutory functions and duties**.

In taking our Joint Forward Plan forward we are committed to:

- **Improving population health and reducing inequalities.**
- Improving and **standardising our core service offer**, quality and outcomes across primary care, community, mental health and acute services, plus across our key care pathways such as urgent and emergency care.
- Taking **action to secure a sustainable health system**, with a particular focus on finance, workforce, quality and performance.
- Developing the supporting **system architecture and infrastructure** required to secure success and embed sustainable change.
- Pushing the boundaries with regards evidence based **innovation, transformation productivity and efficiency.**
- Doing so in **partnership with our communities, patients and service users** to ensure coproduced approaches and solutions that are patient and service user centred. Our integrated care strategy was developed with extensive engagement and the feedback received, plus wider on-going engagement feedback, has been used to inform our Joint Forward Plan.

How does it all fit together

Overall context of the SEL System plans

The SEL Joint Forward Plan sits within a suite of strategic and operational documents and plans developed by our Integrated Care Board and wider Integrated Care Partnership. These have differing objectives but importantly are interlinked with a clear golden thread across them.



How we have built our 24/25 Joint Forward Plan

Our Joint Forward Plan has been developed bottom up – from our **Local Care Partnerships**, our **care pathway programme and transformation boards** and our **enabler programmes**, with work having taken place to ensure a read and link across these key building blocks.

Borough Plans

- A plan for each of **Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark boroughs**.
- Driven by local health and wellbeing and local care partnership plans.
- Set out the key objectives and actions that will be taken forwards on a borough basis.
- Reflect needs of the population and a focus on reducing inequalities in access, experience and outcome.
- Connection and opportunities between the borough plans and the care pathway/service plans, with boroughs responsible for delivering key aspects of these SEL plans, tailored to the particular needs of their borough population.

Care Pathway/Service Plans

- A plan for prevention, urgent and emergency care, mental health, children and young people, womens health, learning disability and autism, planned care, maternity, cancer, long term conditions, primary care and palliative/end of life care.
- Sets out the SEL vision, objectives, framework and approach for particular pathways and population groups.
- Key to driving forwards our commitment to reducing inequalities in service offer and experience, improving outcomes and value across our system.
- Recognises that delivery of agreed commitments and change will then be taken forwards in different ways through our 'SEL system of systems' e.g. within boroughs, with their delegated responsibility for community-based services and through providers and our provider collaboratives.

Enablers

- SEL objectives and plans for key enablers - **workforce, estates, digital / data** plus our approaches to **population health management, sustainability, the green agenda, wider social and economic development and the development of our integrated care system**.
- Our **Medium Term Financial Strategy** that sets out our planned allocation of ICB funding over the next five years.
- Set out overarching programmes of work, key connections to borough and care pathway plans plus enabler support for the delivery of the commitments made.

Plus a cross check against the ICB's statutory functions and responsibilities