



Bath and North East Somerset,
Swindon and Wiltshire Together

Bath and North East Somerset, Swindon and Wiltshire Integrated Care System (BSW Together)

Our Integrated Care Strategy 2023–2028:
Executive Summary

March 2023



Section 1

What is our Integrated Care Strategy?

This Integrated Care Strategy sets the direction of our Integrated Care System for the next five years, outlining how the NHS, local authorities, the private sector, voluntary, community and social enterprise (VCSE) organisations and other partners can improve integrated working to help children and adults in BSW to live healthier for longer.

Importantly, therefore, this is a strategy for us all, not just the NHS. **We cannot help BSW residents to improve their health and wellbeing by working in silos – we can only do so by working together.**

It outlines our vision and the strategic objectives we will work in partnership to achieve. It is not 'set in stone' and we intend for the strategy to evolve over the coming years. Crucially, this document sets out **what** we hope to achieve and **why**, but an Implementation Plan (also known as a Joint Forward Plan) will be published later this year detailing **how** partners will deliver it, including key milestones and deliverables.

This document brings together elements from individual strategies that exist across our health and care system, including those under the guidance of our local Health and Wellbeing Boards. It is not intended to duplicate or replace these other strategies, but to provide a summary of how these different elements align.

It is also informed by the four purposes of integrated care systems, which are to:



Improve outcomes in population health and healthcare



Tackle inequalities in outcomes, experience and access



Enhance productivity and value for money



Help the NHS support broader social and economic development



Section 1

What is our Integrated Care Strategy?

Integrated Care Strategy

The Integrated Care Strategy has been informed by emerging priorities outlined in individual strategies below



In future, individual strategies across BSW will reflect the ambitions of this Integrated Care Strategy

Place-based Strategies

- BaNES Joint Local Health and Wellbeing Strategy
- Swindon Joint Local Health and Wellbeing Strategy
- Wiltshire Joint Local Health and Wellbeing Strategy

Organisational strategies

- These include:**
- NHS organisations (e.g. Trust strategies)
 - Local authorities (e.g. Local Plans, Air Quality Strategies)
 - VCSE organisations
 - Wider public sector (e.g. fire and police)
 - Universities

Thematic Strategies

- These include:**
- Health Inequalities Strategy
 - Primary Care Strategy
 - Mental Health and Wellbeing Strategy
 - Children and Young People Strategy
 - Elective Care Strategy
 - Urgent Care and Flow Strategy
 - Acute Services Clinical Strategy
 - Maternity Services Strategy
 - End of Life Strategy

Enabling Strategies

- These include:**
- BSW Green Plan
 - Financial Sustainability Strategy
 - People Strategy
 - Digital Strategy
 - Infrastructure Strategy
 - Quality Strategy



Section 1

What is our Integrated Care Strategy?

Who has produced our strategy?

This strategy has been produced by BSW Together's Integrated Care Partnership.

The Integrated Care Partnership first met in October 2022 and our intention is for this forum to bring together the multiple different partners working not just across health and local government but also a range of other stakeholders whose work affects the health and wellbeing of our residents.

The Integrated Care Partnership's purpose is to consider long-term health and wellbeing challenges in BSW that are complex to solve and require joined-up approaches between partners. It will propose objectives to include when we update this Integrated Care Strategy in future and importantly it will also monitor the implementation of the strategy over time, ensuring that we are all doing our bit to deliver it.

We want to use the ambition outlined in this strategy to keep us focussed over the coming years on the things we can only achieve by working together.

The Integrated Care Partnership holds all its meetings in public. If you would like to attend any of these meetings, ask any questions or find out more about the partnership then you can do so through our website at www.bswtogether.org.uk

Design principles for our strategy

The Integrated Care Partnership has set out to produce a strategy that is:

Bold - The strategy represents an opportunity to set out an ambitious future for health, care and wellbeing across BSW, with significant benefits to be reaped through partnership working and prevention.

Accessible - Any resident across BSW should be able to read the strategy and understand it. We have therefore opted for a visual and digestible format, written as far as possible in plain English.

Commitment-oriented - This strategy aims to unite partners across BSW behind behaviours and actions that will help us to achieve our system's vision.

Broad - This strategy is not about taking action on everything at once, but rather to set key strategic objectives and a direction of travel.

Measurable - Where possible, we have tried to ensure that the goals and commitments set out in this document are measurable so that BSW residents can assess us on our progress over time. However, more detail on assessment metrics will come in the Implementation Plan.

Locally-driven - This strategy is not overly prescriptive on what should occur locally across our three places, which will also set their own priorities.



Section 2

Our Integrated Care Strategy on a page



What we will deliver together

The BSW Vision

We listen and work effectively together to improve health and wellbeing and reduce inequalities.

We will deliver this vision by prioritising three clear objectives:

1. Focus on prevention and early intervention

2. Fairer health and wellbeing outcomes

3. Excellent health and care services

How we will deliver it

The BSW Care Model:

Healthier Communities

Personalised Care

Joined-up Local Teams

Local Specialist Services

Specialist Centres

Enablers to help make it happen:

Shifting funding to prevention

Developing our workforce

Technology and data

Estates of the future

Environmental sustainability

Our role as Anchor Institutions



Section 3

What we have heard

How have we engaged with organisations and residents

Phase One

Resident and community information gathering on health, care and wellbeing. Each of our three places (BaNES, Swindon and Wiltshire) has engaged directly with the public to inform the development of their joint health and wellbeing strategies. Residents and people working in BaNES, for example, were able to complete an online survey during a public consultation period to provide views on what mattered to them.

Insights from this, as well as the public engagement processes adopted by Swindon and Wiltshire have been used throughout this strategy.

We have also benefited from the input and research of organisations working directly with residents. Again, for example, Healthwatch recently conducted research with the Care Quality Commission (CQC) into access to mental health services in BSW and this helped to establish why and how we must aim to improve access through this strategy.

In Swindon, input from partners through the Swindon Carers Rights Day and VCSE Conference in late 2022 have been invaluable.

Phase Two

Stakeholder engagement. In December 2022, BSW held an Integrated Care Strategy event, which was attended by over 60 stakeholders across the health, care, wider public sector and voluntary sectors.

Such organisations included NHS organisations, local authorities, VCSE organisations and Healthwatch, representing citizens and communities.

Between January and March, we also held dedicated engagement events with each of the three VCSE Alliances of Bath & North East Somerset, Swindon and Wiltshire, as well as with other partners such as those in local government and primary care.

Phase Three

Publication and beyond. This strategy was published on 31 March 2023 after the input, review and approval of the members of the Integrated Care Partnership during February and March 2023.

Importantly, we want to engage further with organisations and residents. The publication of this strategy does not represent the end of its development. The strategy will evolve over the coming years as the health and care landscape changes.

We are able to update the strategy each year and the final page of this document provides details of how you can get in touch with us to tell us your thoughts.



Section 3

What we have heard

Some messages from the population of BSW

We need ongoing engagement with residents

"[It should be] a bottom up strategy – thinking about need of the individual before the restrictions of the system."

We must focus on prevention

"[Success will mean] Treating cause before symptom."

We must be more responsive to our residents' needs

"[The strategy] should meet the needs of the people on the street."

We need to make it easier to understand services

"[Success will mean] I won't have to spend an inordinate amount of time and energy finding out what services are available to help me care for my disabled grandson."

We must ensure closer working between organisations whose work affects health and wellbeing

"[Success will mean] All partners working together with the same goal, clear communications with clients."

We must deliver support by need, not by demand

"[Success will mean] I won't have to beg for help."



Section 4

Explaining our vision

The BSW Vision

We listen and work effectively together to improve health and wellbeing and reduce inequalities.

Listening together

Partners across our Integrated Care Partnership are united in a belief that **our future must be based on meaningful, ongoing engagement with local people.**

We want to ensure that residents are given opportunities to shape the plans, decisions, and public services that affect their lives, and believe that this can lead to positive outcomes for the communities we serve. Importantly, **residents are partners in our system – we plan with them, not do to them.**

We are clear, therefore, that **this strategy represents the start, not the end, of a journey with our residents.** It will continue to evolve over the coming years and at the end of this document we invite views on whether the vision and objectives outlined in this document are the right ones for you.

Working together

Our vision is for health and care organisations to work more effectively in partnership. This will be crucial to creating communities and environments that help people to live healthier for longer.

However, we know that people are living longer with multiple, complex, long-term conditions, requiring long-term support from several different services. We have heard our residents have often received fragmented care for such conditions and that services are not effectively co-ordinated around their needs. We also know that the needs of children are multifaceted and need a higher profile. We will therefore deliver **joined-up support** across our health and care services that better meets the needs of the population. Working more closely together will also allow NHS organisations and local authorities to use public money more efficiently. Ensuring value for money is a key commitment across BSW and we are grateful for the additional investment that our VCSE partners help to secure.



Section 4

Explaining our vision

Improving health and wellbeing

To make a significant difference in the physical and mental health and wellbeing of the people of BSW, partners are agreed that we must focus on those things that impact most on health outcomes. These include the following four 'pillars of population' health, as identified by The King's Fund:

1. The wider determinants of health – the range of social factors such as income, education and employment which collectively are the most important driver for health
2. Health behaviours and lifestyles – covering behaviours such as smoking, alcohol consumption, diet and exercise which are the second most important driver
3. The healthcare we receive – including whether we are able to access services and receive high-quality care
4. Our environment – the extent to which the environment we live in helps to support better health and wellbeing, for example through good air quality and green spaces, or hinder it

Reducing inequalities

This strategy highlights that there are unfair, avoidable differences in physical and mental health and wellbeing across our population, and between different groups within society. Often these differences stem from the 'wider determinants of health' highlighted above. Residents who live in more deprived areas, for example, have worse health and wellbeing outcomes and, as highlighted on page 9, there are big differences in life expectancy across BSW matching levels of

deprivation. However, other factors influence health and wellbeing too – we highlight that those in rural areas, for example, often have worse access in terms of distance to health, public health and care services.

We therefore intend to **put reducing inequalities at the heart of everything we do**. The Integrated Care Partnership will bring together partners with the common ambition of ensuring that everyone, regardless of who they are and where they live in BSW, is able to live a long, healthy and happy life.





Section 5

What achieving our vision will look like

Healthy pregnancy, birth and neonatal care

1. Mothers have a healthy pregnancy and good birth experience
2. Babies are born in good health
3. Parents approach parenting with confidence



Start well 0-25 years

1. Children, young people and families have a healthy environment in which they can grow up in
2. Mental health support is available for children and young people who need it
3. The most vulnerable children and young people are well-supported, including those in and leaving care, as well as those who need to be kept safe
4. Children are ready to start education
5. There are better links between health and care services and schools

Live well 25-64 years

1. Individuals are supported to look after their own health and wellbeing
2. All residents benefit from living and working in places that promote health and wellbeing
3. Those with physical disabilities, learning disabilities and mental health conditions are in good health. Their care and support includes access to opportunities such as accommodation, housing and employment

Age well +64 years

1. Older people feel that they are happy, healthy, independent and in control of their own care
2. The health and wellbeing of carers is prioritised and supported
3. When needed, health and care services are delivered at home, or as close to home as possible



Die well

1. Individuals are consulted on where they would like their life to end and how they would like to be cared for in the final months of their life
2. Individuals feel that their wishes are respected by staff and those around them
3. Comprehensive support services are provided for individuals and their loved ones through palliative care, including bereavement support for families



OBJECTIVE

1

Section 5

What do we want to achieve?

OBJECTIVE 1:

Focus on prevention and early intervention

Why is this our objective?

Our first objective reflects our shared commitment to ensuring people are able to stay healthier for longer. It unites all partners across BSW and is a key part of our rationale for wanting to work together.

It is our first objective because **the most effective way to improve healthy life expectancy is to create the right conditions, communities and environments for children and adults to remain healthy, regardless of where they live in BSW.**

This will help to ensure individuals are able to live independently and are less reliant on health and care services. **Our Integrated Care Partnership will hold the partners within the system to account on whether we are prioritising prevention of ill-health.**

Health and social care represents an important driver to improve health and wellbeing, but this strategy seeks to encompass the broader role of prevention and the wider determinants of health.

To support progress on this, BSW will also include action that takes a broader view of prevention.

Children and young people represent a third of BSW and of our country. We want to increase our focus on children and young people, recognising this is prevention in action for our future population.

Areas of focus

Focusing funding and resources on prevention rather than treatment

Working together as a system, we want to try and invest more funding and resources on services and infrastructure that will help people from becoming unwell.

Our commitments include

Partners across the ICP will work together to identify an accurate picture of funding and resourcing across BSW when it comes to self-care, community care and hospital care.

We will aim to increase the share of health and care funding going towards preventative measures (self-care and community care) over the next five years. Our ICP will monitor over time the degree to which this balance is shifting.



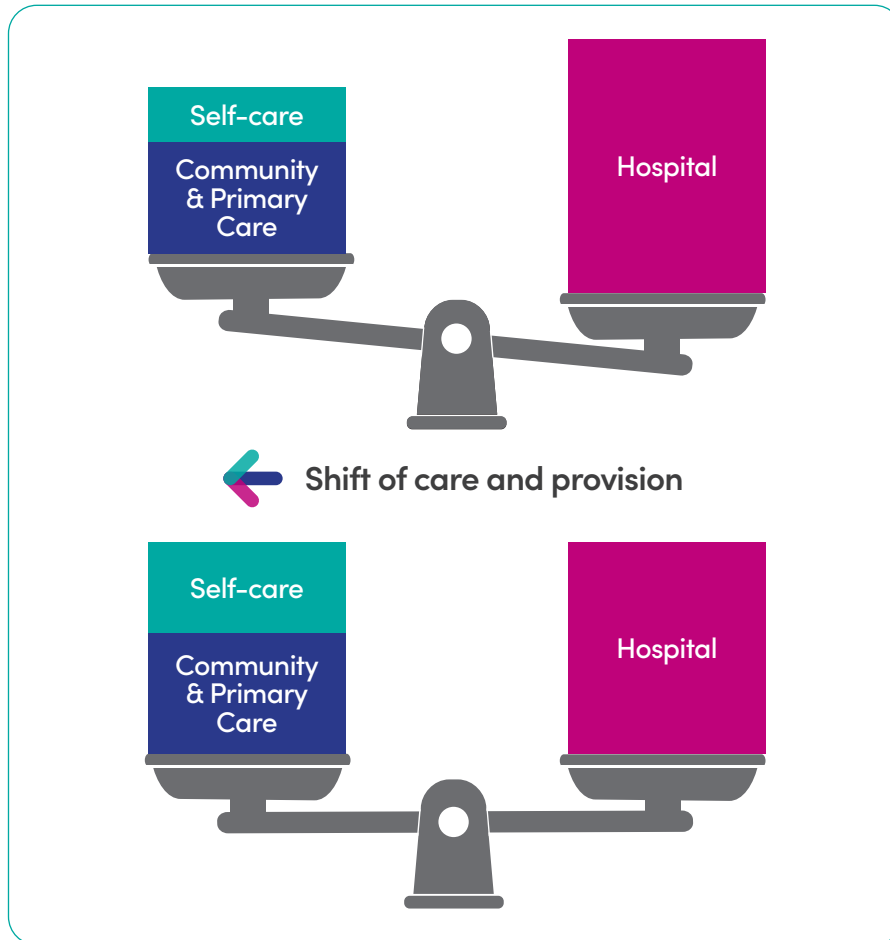
OBJECTIVE

Section 5

1

What do we want to achieve?

A simple visualisation of this is provided below.



Intervening before ill-health occurs (primary prevention)

This means taking action to reduce the incidence of disease and health problems within the population, either through universal measures that reduce lifestyle risks and their causes or by targeting high-risk groups.

We want to work together to create health promoting places, ensuring that all children and adults, regardless of background, have the right conditions and incentives to enable them to stay healthier for longer.

Our commitments include

1. We will increase the proportion of physically active adults
2. We will improve Personal Wellbeing ONS4 scores (Life Satisfaction, Worthwhile, Happiness, Anxiety)
3. We will reduce the proportion of adults considered overweight or obese
4. We will increase the proportion of children and young people who are healthy weight
5. We will reduce the prevalence of mental health conditions
6. We will further reduce the proportion of people in BSW who smoke

Slowing or stopping disease progression (tertiary prevention)

This means softening the impact of an ongoing illness or injury that has lasting effects. This is done by helping people manage long-



OBJECTIVE

1

Section 5

What do we want to achieve?

term, often-complex health problems and injuries (e.g. chronic diseases, permanent impairments) in order to improve as much as possible their ability to function, their quality of life and their life expectancy.

Our commitments include

Through our specialist services such as hospitals working together with local authorities, VCSE organisations and neighbourhood teams, we will prevent, break or slow the chain of progression that results in poorer outcomes for our population and increased costs and pressure for the health and care system.

Identifying ill-health early (secondary prevention)

This means systematically detecting the early stages of disease and intervening before full symptoms develop – for example, prescribing statins to reduce cholesterol and taking measures to reduce high blood pressure. Diagnosing ill-health as early as possible is best for patients and best for BSW's financial sustainability.

Our commitments include

1. We will work to ensure the system has routine access to high quality secondary prevention data
2. We will bring together BSW partners to work on joined-up prevention pathways. On cardiovascular disease prevention, for example, we will support primary care partners to increase home blood pressure monitoring activity and work with community pharmacy to roll out a Hypertension Case Finding Service

3. We will improve uptake of cervical, breast and bowel cancer screening

Wider determinants of health

These are the social, economic or environmental factors affecting health, such as housing, employment, education, or parks and green spaces. There is an intrinsic link between these factors and our physical and mental health and wellbeing, so we will work together to address them.

Our commitments include

1. We will increase green space, accessible for all to use, and promote greener transport
2. We will improve air quality, including by incentivising greener forms of travel
3. We will keep all of our residents in warm and decent homes, through investment in our social housing stock and both supportive and enforcement interventions in private sector homes
4. We will prevent homelessness by engaging with vulnerable individuals at the earliest possible stage
5. We will prioritise social housing to those in greatest need to support their health and social care needs



OBJECTIVE

2

Section 5

What do we want to achieve?

OBJECTIVE 2: Fairer health and wellbeing outcomes

Why is this our objective?

Health inequalities develop due to variations in the conditions in which we are born, grow, live, work and age; this means that not everyone has the same opportunities to be healthy. **As part of our commitment to deliver fairer health outcomes we will reduce health inequalities across BSW.** Health Inequalities are defined as the systematic differences in health between groups of people. Differences in life expectancy, and health life expectancy, are one of the key measures of health inequality.

It is time we took action to address such inequalities in BSW. There is evidence that for too long the provision of health and care services has followed the 'inverse care law'. This describes how – perversely – people who most need health and care are the least likely to receive it.

A new approach to provision of services is needed to ensure that the services offered across BSW are delivered proportionately on the basis of need, with a scale and intensity that is proportionate to the level of disadvantage.

Areas of focus

Adopting CORE20PLUS5 and Children & Young People

CORE20PLUS5

Core20PLUS5 is a national NHS England approach to inform action to reduce healthcare inequalities at both national and system level. The approach defines a target population – the 'Core20PLUS' – and identifies '5' focus clinical areas requiring accelerated improvement.

The approach, which initially focussed on healthcare inequalities experienced by adults, has now been adapted to apply to children and young people.

'Core20'

The most deprived 20% of the national population as identified by the national Index of Multiple Deprivation (IMD). The IMD has seven domains with indicators accounting for a wide range of social determinants of health.



OBJECTIVE

Section 5

2

What do we want to achieve?

'PLUS'

Local population groups experiencing poorer than average health access, experience and/or outcomes, but not captured in the 'Core20' alone.

In BSW, the 'PLUS' population is defined at place using public health data to determine which population groups were experiencing the worst health outcomes in addition to the 'Core20'. For BSW these are:

- **BANES:** People from ethnic minority backgrounds, people experiencing homelessness, and people living with severe mental illness
- **Swindon:** People from ethnic minority backgrounds
- **Wiltshire:** Routine and manual workers (specifically those in minority groups, e.g. polish speakers) and Gypsy, Roma and Traveller communities

'5'

The final part sets out five clinical areas of focus:

Adults

- Maternity
- Severe mental illness (SMI)
- Chronic respiratory disease
- Early cancer diagnosis
- Hypertension case-finding and optimal management and lipid optimal management

Children and Young People

- Asthma
- Diabetes
- Epilepsy
- Oral health
- Mental health

Our commitment is to implement a CORE20PLUS5 approach across BSW, as outlined in our Inequalities Strategy.





OBJECTIVE

2

Section 5

What do we want to achieve?

A system-wide focus on reducing health inequalities

Health inequalities across the BSW population arise because of the conditions in which we are born, grow, live, work and age. These conditions influence our opportunities for good health, and how we think, feel and act, and this shapes our mental health, physical health, and wellbeing.

We have the opportunity to put addressing these inequalities at the heart of the way we work.

We plan to work in partnership to tackle inequalities across the life course to ensure that every resident can live longer, healthier, happier lives.

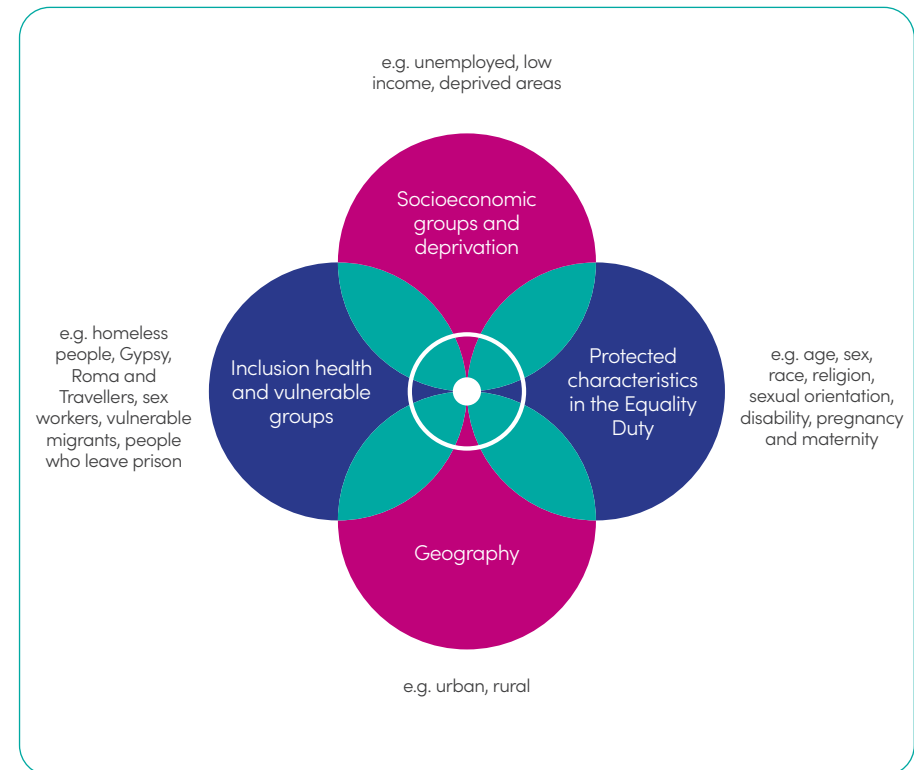
Our dedicated Learning Disability and Autism programme is focused on ensuring that those with a learning disability, autism or both live healthily and enhanced lives in the community with the right support, accommodation, health and care.

Our **Inequalities Strategy** also outlines how we will prioritise tackling inequalities, including the commitments set out below.

Our commitments include

1. We will embed inequality as “everybody’s business” across the system
2. We will develop an inequalities ‘hub’ within BSW Academy to host learning and development resources
3. An increased focus on children and young people

4. Work with commissioners and service providers to ensure robust and up-to-date data across the system on where inequalities are, and set out clear plans on how close the inequality gaps
5. Demonstrate action on inequalities that spans from system to place through joined up strategy and planning





OBJECTIVE

3

Section 5

What do we want to achieve?

OBJECTIVE 3: Excellent health and care services

Why is this our objective?

By focusing on prevention (Objective 1), our goal is to help stop as many people as possible from needing to access health and care services. However, we also want to ensure that **when people do require such services they receive excellent care.**

BSW Integrated Care Partnership is proud of the high-quality health and care services we have across our system. We have a record of excellence; aiming to deliver timely, safe and effective interventions for our residents. We have also had positive rates of patient and service user satisfaction. In primary care, for example, a 2022 survey found that 85 per cent of BSW patients said their overall experience was good, which was above the national average of 82 per cent.

However, there is much more we can do as a system to improve the health and care services that serve our population. Working as a system presents us with a unique opportunity to wrap services around the individual and deliver care as close to their home as possible. Over the coming years we will strive to deliver the 'Triple Aim' in how we provide services: better health and wellbeing, better quality of care, and financially sustainable and efficient services.

Areas of focus

Personalised care

Health and social care services deliver better outcomes for individuals when they feel that they have the ability, tools and confidence to manage their own health and wellbeing. Personalised care is based on 'what matters' to people and their individual strengths and needs. In BSW, we will apply it to everything that we do in the future.

Our commitments include

We will deliver a personalised care approach by implementing six, evidence-based approaches:

1. **Shared decision making** to ensure that individuals are supported to make decisions that are right for them. It is a collaborative process through which a clinician supports a patient to reach decisions about treatment
2. **Personalised care and support planning** to ensure facilitated conversations take place in which the person, or those who know them well, actively participates to explore the management of their health and well-being within the context of their whole life and family situation



OBJECTIVE

Section 5

3

What do we want to achieve?

3. **Enabling choice, including legal rights to choice**
4. **Social prescribing and community based support** to ensure individuals are supported to access the widest range of support and services available in their community
5. **Supported self management** to ensure people are helped to manage their ongoing physical and mental health conditions themselves
6. **Personal health budgets and integrated personal budgets** to give flexibility on how people's assessed health and wellbeing needs are met

Joined up local teams

Health and care services for children and adults in BSW, and across England, have often felt fragmented for those using them. This has meant, for example, lots of travelling for individuals for different aspects of their care and having to 'tell their story' multiple times. We therefore want to implement local multidisciplinary teams (MDTs) that bring together different types of clinicians and professionals. These help to provide more joined up care and support, ideally in people's homes but if not then as close to them as possible.

Our commitments include

1. We will develop integrated, multidisciplinary teams that deliver health and care services around the needs of individuals.
2. These will include integrated teams at 'neighbourhood' level, bringing health and wellbeing services closer to those who

struggle to access services due to disability and poor access to transport.

3. We will also review community services and put integrated teams at the heart of the way these services are provided in future.
4. This will be a significant programme of work and will involve partners from across our health and care system.

Responsive local specialist services

It can sometimes be hard for people across BSW to access services – particularly those who live in rural areas or who have limited mobility. Advances in technology means more services can be provided in local settings. Increasing the range of services available within people homes and the community is a priority and is important in ensuring services are easy to access for local people.

Our commitments include

i. Virtual wards

Virtual wards provide a safe and efficient alternative to the use of an NHS hospital bed, by supporting individuals to receive their care, assessment, monitoring and treatment in their home or usual place of residence. Virtual wards combine care delivered by a range of staff supported by technology including a shared care record and remote monitoring. The virtual ward services in BSW will provide a range of interventions, tailored to meet the needs of the individual, to help prevent hospital admissions and to accelerate discharge from hospital.



OBJECTIVE

3

Section 5

What do we want to achieve?

We already have virtual ward beds in operation in the system and have plans to increase virtual ward capacity across BaNES, Swindon and Wiltshire over the coming years.

ii. Community diagnostic facilities

BSW is committed to expanding community diagnostic facilities. These will deliver additional, digitally connected, diagnostic capacity in BSW, providing all patients with a coordinated set of diagnostic tests in the community, in as few visits as possible, enabling an accurate and fast diagnosis on a range of a clinical pathways.

The initial work in 2023 on community diagnostic facilities will focus on the deployment of mobile units. From 2024 the focus will be on additional permanent facilities within BSW.

High quality specialist centres

The challenges of the pandemic and the pressures during the winter of 2022/23 have highlighted the importance of hospital sector capacity being available for individuals with acute conditions. We have the opportunity to ensure that residents across BSW benefit from the best acute care.

Quality and improvement

In BSW we want to establish and nurture a culture of openness, learning and continuous improvement. We will deliver care that is safe, effective, well led, sustainably resourced and equitable.

Provider collaboration

Our hospitals and other specialist facilities play a critical role in the provision of services to individuals with urgent, long-term and elective health care needs.

Through the work of our Acute Hospitals Alliance (AHA), which involves the organisations that run the Great Western Hospital in Swindon, the Royal United Hospital in Bath and Salisbury District Hospital colleagues are working together to improve the way services are delivered.

Our commitments include

The AHA is developing a clinical strategy that will set out the role the hospitals will play in the delivery of urgent care services, management of long-term conditions and how they can improve quality and productivity

Mental health and parity of esteem

We will deliver services against a key principle of parity of esteem. This means we will give as great a focus to mental wellbeing, mental health, and learning disabilities and autism as we do to physical health.

Our ambitions to improve mental health services across BSW will be set out in a dedicated **Mental Health Strategy** shortly.



Section 6

What enablers will help us to achieve our vision?

There are a range of enabling activities that will underpin our progress against our Vision and Strategic Objectives. Further detail on each will be set out in our Implementation Plan.

Developing our workforce

Over 37,600 people work in health and care in BSW, with many more across the VCSE sector.

Work is underway to develop a BSW People Strategy, with a strong focus on recruitment and retention of the workforce.

Estates of the future

We have an opportunity to create high quality estates with seamless IT connectivity across locations.

We will design our facilities to ensure they are sustainable, of high quality, technologically enabled and in the right place.

Environmental sustainability

We will ensure that we play our part in addressing the climate emergency and make our services as sustainable as possible.

Making the best use of technology and data

We will make the best use of technology and data to improve health and care for children and adults in BSW.

We know that some people cannot access technology and we will make sure our services are always accessible for everyone.

Our role as Anchor Institutions

We will harness the potential of BSW health and care organisations to play a greater role in promoting the social and economic interests of the local areas they are rooted in.



Section 7

What happens next?

Delivering through our Implementation Plan

We are clear that we need to continue working with partners and communities across BSW to demonstrate how we are progressing the ambitions of this strategy and those which feed into it.

Our approach to doing this will partly be set out through our Integrated Care Strategy **Implementation Plan**. This is our local version of a 'Joint Forward Plan', which all Integrated Care Boards across England are required to produce.

It will outline specifically how NHS bodies plan to deliver the ambitions of the Integrated Care Strategy, though we hope it will be supported by the wider system, including local authorities and voluntary, community and social enterprise partners.

The plan will set out key milestones and deliverables residents can expect over the coming years as we set out to deliver the ambition and objectives of this strategy.

Like this strategy, the Implementation Plan is a five-year document that will be updated to reflect progress and future development of the strategy. This annual refresh process will take place alongside the refresh of the strategy and will enable partners to review progress and to take into account any changes in priority and population need.

Importantly, we will consult on the Implementation Plan with partners, including our local Health and Wellbeing Boards.

BSW's first Implementation Plan will be published by 30 June 2023.

Have your say

We invite residents and partners across B&NES, Swindon and Wiltshire to discuss this strategy and we intend to gather feedback as part of our ongoing engagement with the public and system stakeholders over the coming months.

Details of this engagement exercise will be developed shortly after the publication of this document. Our vision, approach and strategic objectives will continue to evolve as we engage further with BSW residents and respond to the changing needs of the local population.

This document is therefore simply a first iteration. **Have we got it right?**

We welcome your comments, whether before or after publication. If you would like to offer your thoughts on what you welcome in this strategy, or how it could be improved, then please do get in touch.

You can find an easy-to-use feedback form online at www.bswtogether.org.uk/ourstrategy



Bath and North East Somerset, Swindon and Wiltshire Together

March 2023