

2024

# Who we are and what we do

How we work as NHS Hampshire and Isle of Wight



# Our purpose

We are here for our population. We have over 1.9m people living across Hampshire and Isle of Wight and our purpose is to ensure they are getting the best possible healthcare for their needs throughout their lives.

We were formed in 2022 as a new NHS statutory body as part of national changes to how the NHS works to lead and oversee the planning and delivery of strategic and operational priorities, the allocation of NHS resources, and the performance, quality and safety of services across Hampshire and Isle of Wight.

We do this with the aim of improving the health and healthcare outcomes of our local communities, by working with NHS England and local NHS providers, local authorities and other partners as part of an 'Integrated Care System'.

# Our ambition

Our ambition is to support local people to live healthier lives for longer and, when they do become ill, have better access to the right care in the right place at the right time.

We know that currently the NHS is facing significant challenges and issues that are impacting how local people receive support, care and treatment. The number of people using services is growing all the time and the services have not been able to keep up. This has resulted in too many people not always getting the right care in the right place for their needs, people are waiting too long for care too often, people are staying too long in hospital when they would be better cared for elsewhere, and people working across services are being put under increasing pressure.

There are many reasons for this, including a growing and ageing population, efficiency and affordability of services, the aftermath of the impact of Covid, the wider determinants of health, and the unacceptable differences in health and outcomes that exist for our most disadvantaged communities and individuals.

To respond to these issues and challenges, over the coming years we need to shift towards providing more proactive and preventative care and support for local people, that is person and community-centred. We need to focus more on improving outcomes of local people, and their whole experience of using services, rather than individual episodes of care. We need organisations and teams to work in a more joined-up way, maximising innovation and research.

To achieve this, we have a 'Renewed Ambition' that sets out four key areas we are focusing on delivering, strengthening and developing across Hampshire and Isle of Wight (HIOW) in future:

# H

## Happier, Safer, Healthier communities

which will be achieved through the delivery of our partnership priorities set out in our agreed Integrated Care Strategy that aim to make improvements across:

- Children and young people
- Good health and proactive care
- Mental wellbeing
- Our people (workforce)
- Digital and data

# I

## Improved NHS services

delivered through our NHS transformation programmes which aim to make both short and long-term improvements across:

- Local care
- Urgent and emergency care
- Planned care
- Mental health
- Hospital discharge
- Workforce

# O

## Overarching principles

that act as 'golden threads' running through all our work:

- Improving outcomes in population health and healthcare
- Tackling inequalities in outcomes, experience and access
- Taking a community-centred approach to wellbeing
- Enhancing efficiency and value for money
- Supporting broader social and economic development

# W

## Ways of working to support integration

collaboration and partnership working across organisations. This involves working across:

- Integrated neighbourhood working and Place-based Partnerships
- NHS provider collaborations
- System-wide working

# Our role and responsibilities

To achieve our ambition for our population, NHS Hampshire and Isle of Wight plays an important role in enabling the local NHS to work in an effective and joined-up way. In doing so, we are able to better deliver national, regional, system and local priorities that aim to maintain and improve health and healthcare outcomes for local people.

## Our organisational objectives are to:

- Improve the health and wellbeing and reduce inequalities in outcomes for people in Hampshire and Isle of Wight.
- Transform the NHS in Hampshire and Isle of Wight with our partners so that it works as an effective and sustainable system, for the benefit of the people and communities we serve.
- Continuously improve the quality of and access to services that our people and communities experience.
- Make best use of resources across Hampshire and Isle of Wight, ensuring we live within our means.
- Provide people with a meaningful and fulfilling place to work.

## Our role across the system is to:

- Provide leadership and facilitate collaboration and improvement for the NHS system.
- Lead the delivery of our strategic priorities and ambition to shape the development of the local NHS for the future.
- Allocate NHS resource and planning and delivering our local NHS operational priorities.
- Deliver shared functions in service of the wider NHS system.
- Oversee and set the standards of NHS service performance, quality, safety and improvement.

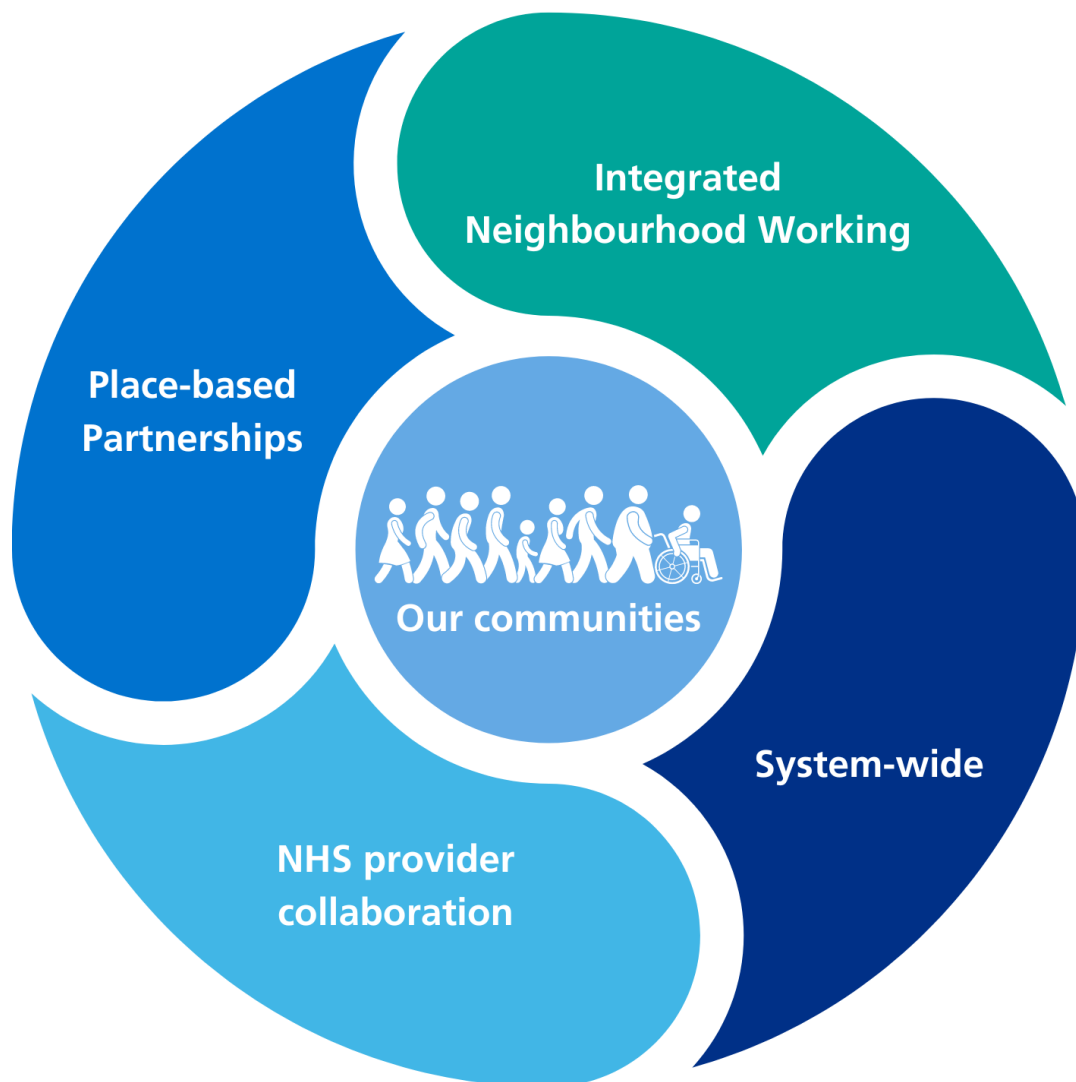
# How we work with system partners

We know that achieving our ambition can only be done by partners working together. For improvements to be made, health and care organisations need to work in a more joined-up ('integrated') way to collectively transform the way health and care is planned, co-ordinated and delivered.

We formally began working as an 'Integrated Care System' in 2022 which has allowed and encouraged more collaboration and partnership working across partners. We have a system 'operating model' built around local people that we are strengthening that involves organisations working closer together across:

- Integrated neighbourhood working
- Place-based Partnerships
- NHS provider collaborations
- System-wide

This way of working enables better integration of services, use of resources, co-ordination, planning and decision-making that lead to better joined-up care for local people and better ways of working for our people working across services. It is intended to support, rather than replace or undermine, existing organisational accountabilities.



## Integrated neighbourhood working

We are currently leading the co-development with partners of integrated neighbourhood working, which will be a key foundation of future system working and delivery. This aims to enable local residents to access more equitable joined-up preventative, proactive and reactive person-centred care and support closer to where they live that better meets their needs, helps them live in better health and reduces health inequalities.



This will be delivered by multi-disciplinary teams, made up of providers across primary care, community and mental health and social care working in a joined-up way and in partnership with the community and voluntary sector, and other partners as appropriate, working across geographies that make best sense to their communities. This development work is being supported through our Local Care transformation programme.

## Place-based Partnerships

We work across four 'Places' which are aligned with the local authority footprints of Hampshire, Isle of Wight, Portsmouth and Southampton. We are members of the Health and Wellbeing Boards that set the strategic priorities for the local population through the Health and Wellbeing Strategies. These are delivered through the Place-based Partnerships, which also set and deliver place-based priorities. We also work closely with the Hampshire County Council Health and Adult Social Care Select Committee, the Isle of Wight Council Policy and Scrutiny Committee for Health and Social Care, the Portsmouth City Council Health Overview and Scrutiny Panel, and the Southampton City Council Health Overview and Scrutiny Panel.

We are members of our Place-based Partnerships alongside the local authorities, health and care providers, voluntary, community and social enterprise organisations, and other local partners. Working as part of the Place-based Partnerships allows us to work in the best possible way for our local population and communities, both across our whole system and at a local level. This includes how we:

- Understand and identify the specific population health needs, inequalities and wider determinants of health to help develop and inform local approaches and prevention activities to improve outcomes.
- Articulate the specific needs of the local population so they can be adequately planned and commissioned for.
- Support the delivery of our NHS transformation programmes, adjusting for local needs where required, and Place-based priorities agreed in the Health and Wellbeing strategies.
- Get the best outcomes from our shared resources.
- Build relationships across local partners to support the improvement of outcomes and efficiency.
- Support the development and scale-up of Integrated Neighbourhood working.

## NHS provider collaboration

As part of our role and responsibilities, we work closely with our NHS providers on an individual basis, to support them on a day-to-day basis, as well as through formal assurance meetings. We also work collectively together formally and informally to focus on system-wide work in a number of ways, such as operational meetings, professional groups and programmes of work.

In addition, we are strengthening our collaboration and working arrangements across NHS providers. This includes finalising the integration of mental health and community care with the formation of a single new organisation.

We are also further developing our established Acute Provider Collaborative to allow our three acute hospital Trusts to work more closely together and lead and deliver transformation and system-wide pieces of work related to our acute services.

## System-wide: Integrated Care Partnership

Alongside our responsibilities overseeing the NHS across the Hampshire and Isle of Wight system, we are members of our statutory Integrated Care Partnership Committee. This is made up of partners from across the Integrated Care System, including the local authorities, the voluntary and community sector and other public sector organisations. The purpose of this committee is to oversee the delivery of our partnership priorities set out in our Integrated Care Strategy and to discuss what more can be done through partnership working to improve the wider determinants of health, such as housing, education and employment.

Alongside the committee, we support 'assembly' events that provides the opportunities for system partners to come together to discuss how we can better deliver our partnership priorities and build relationships.

# How we make decisions

## Our governance arrangements

The Board of NHS Hampshire and Isle of Wight is made up of executive directors, non-executive directors and partner members from NHS providers, primary care and local authorities. It acts as a unitary board with shared accountability and is chaired by a non-executive Chair.

The purpose of the Board is to oversee and gain assurance of the effective delivery of our organisational objectives and strategic priorities and ensure that risks are being managed and mitigated effectively.

We have sub-committees that have delegated authority from the Board that allows for detailed discussions, assurance and decision-making around key areas.

## How we spend our money

We spend over £4 billion of public money, which is allocated to us by NHS England to pay for healthcare services across Hampshire and Isle of Wight. Almost half of this money goes to our acute hospitals.

**Total £4.17 billion**

