



# Integrated Care System

Shropshire, Telford and Wrekin

## **Healthy Neighbourhoods – Shared Vision, Purpose, Principles and Goals**

**HOSC October 2026**

# Scrutiny members are particularly interested in understanding

- How the NHS and SC Healthy Neighbourhoods vision and principles will translate into tangible improvements for local residents and communities – *covered in presentation*
- The proposed governance, leadership and accountability arrangements that will support delivery – *covered in presentation*
- How partners will work collectively to improve health outcomes, tackle inequalities and strengthen prevention – *covered in presentation*
- Progress in relation to the identified priority cohorts, including frailty, long-term conditions, mental health, and children and young people - *covered in presentation*
- The delivery milestones, outcomes and measures that will enable the Committee to monitor progress over time - *tbc*
- How local members, communities, service users and frontline staff will be involved in shaping and evaluating neighbourhood delivery – *comms plan/tbc*
- Explicit explanation of the boundaries of activity and responsibility of the various providers to ensure there are no gaps or replication – *agenda item for HWBB*
- Monetary value of the provision of the VCSA – *covered in presentation/outcomes framework (ref VCSA email also)*

# Background and programme aims

- Engage with members to get feedback on our system-wide ambition for Neighbourhood Health in STW now locally known as **‘Healthy Neighbourhoods’**: **proposed vision, purpose, principles and goals**
- How we will work differently together, strengthen collaboration and hold ourselves collectively accountable for delivery and outcomes – **Neighbourhood Health Outcomes Framework**
  - ✓ Neighbourhood Health is not new – building blocks are In place
  - ✓ Neighbourhood Health Framework
  - ✓ ICB Five-Year Commissioning Plan
  - ✓ Shropshire, Telford and Wrekin Prevention Framework
  - ✓ Place Priorities
- Strong commitment from the ICB and both Places to accelerate delivery and turn our shared ambitions into tangible outcomes

# National and Local Strategic Goals and Priorities Overview

## NATIONAL NHS 10 Year Plan Neighbourhood Health Framework 5 Goals

1. Improving health outcomes
2. Improving access to General Practice
3. Better urgent and emergency care
4. Improved experience of planned care
5. Improved patient and staff experience

## SYSTEM (STW) ICB 5 Year Commissioning Plan 5 Big Changes

1. Hospital to Community
2. Sickness to Prevention
3. Analogue to Digital
4. Improve timely equitable access
5. Value and productivity

## SYSTEM (STW) STW Prevention Framework 2026 6 Priorities

1. Access to information
2. Integration
3. Person centred care
4. Comprehensive delivery of NHS Prevention Programmes
5. Early detection and treatment for long term conditions
6. Focus prevention activities to reduce inequalities

## PLACE (Shropshire/T&W) Health and Wellbeing Board Strategy Priorities

1. Priorities determined by the health and wellbeing needs of the specific Place populations
2. Priorities for delivery for 2026/27 pending refresh of Health and Wellbeing Strategies
3. Detail for each in the Pre Reading pack

# Our Priority Populations



# Healthy Neighbourhoods – Building Strong Foundations

## 12 Key Infrastructure Enablers



### Shared Vision

Vision, purpose, principles and goals



### Single Roadmap

Align existing and planned community transformation programmes



### Governance

Strengthen Place based governance and provider collaboratives



### Boundaries

Aligned to natural communities



### Autonomy

Delegated decision making, funding and accountability to Place



### Funding

Neighbourhood Outcomes Framework – Phase 1 funding delegation



### Estates

Neighbourhood Estates Plan including Neighbourhood Health Centres



### Voluntary Sector

Creating the conditions for a strong and sustainable voluntary sector



### Digital

Enabling partners to share information digitally and safely



### Workforce

Workforce Plan aligns roles, skills and capacity to population need



### Community Engagement

Local voices shaping the decisions that matter most



### Learning

Continuous improvement and plans for scaling from test projects

# ‘Healthy Neighbourhoods’ Vision

## Vision:

*“Working together with our communities to create healthier, happier and well-connected neighbourhoods, where every resident has access to the care, support and opportunities they need to thrive.”*



# 'Healthy Neighbourhoods' Purpose

*Together, as health, care, community and voluntary sector partners, we will create thriving **Healthy Neighbourhoods** that support people to live healthier, more independent lives:*

- 1. Expanding the range of joined up services available closer to home, supporting communities to improve their own health and wellbeing, and ensuring people receive the right care, at the right time, in the right place.*
- 2. Working inclusively with our communities to build strong connections and make best use of our collective resources.*
- 3. Build a culture where our people feel valued, innovation flourishes, and local voices shape the decisions that matter most.*
- 4. Prioritising prevention, early intervention, digital innovation and reducing inequalities, with support focused on those who need it most.*

# 'Healthy Neighbourhoods' - 8 Commitments

(formerly principles)

1

## 1. People and Communities First



We put what is important to local people at the heart of every decision, prioritising collective impact over organisational interests.

2

## 2. Shared decision making; shared accountability



We make decisions together and create the conditions where all partners have an equal voice. We support collective decisions, even when an organisation does not get their preferred option and hold ourselves collectively accountable to our communities.

3

## 3. Intelligence led



We use population health data, local insight and community voices to focus on what will improve health, wellbeing and reduce inequalities.

4

## 4. Clear and proportionate governance



We make decisions as close as possible to the people affected by them with governance proportionate to the size, risk and impact of the decision avoiding unnecessary bureaucracy. We are clear about who can decide and about what.

5

## 5. Learning, Adapting and Innovating



We test, innovate, learn and adapt as we go, using evidence and experience to continuously improve rather than waiting for perfect certainty.

6

## 6. Stronger Through Partnership



We harness our collective expertise and resources, working differently as integrated teams and achieving more together than any organisation can alone.

7

## 7. Creating Lasting Change



We focus on root causes, reduce duplication, build capacity and invest in sustainable solutions that deliver lasting benefit for our communities.

8

## 8. Strengthening Local Leadership and Autonomy



We create the conditions for autonomy, innovation, leadership and decision making in our neighbourhoods, to ensure we can achieve the greatest benefit for our residents.



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## **Neighbourhood Outcomes Funding Framework 2026/27**

# ICB Neighbourhood Outcomes Funding Framework

## Why is this important?

- Demand for urgent and emergency care continues to rise across the system
- Historic delivery models have largely focussed on reactive, care rather than coordinated, proactive population-based approaches
- The Hospital Transformation Programme (HTP) new build programme is predicated on a reduction in demand for acute care and the left shift described in the NHS 10 Year Plan from hospital to community
- There is therefore a clear need to accelerate the shift toward neighbourhood-based models of care that enable earlier intervention, improved outcomes, and more sustainable use of system resources.
- **This is the start of a different way of commissioning** - outcomes-led, with a strong emphasis on measurable improvements in population health, system utilisation, and inequalities. It marks the first stage of a longer-term approach to resource allocation and decision making and serves as a catalyst for delivery against key population priorities.
- The framework is designed as an evolving model which will continue to develop and mature as the neighbourhood delivery landscape progresses.

# ICB Neighbourhood Outcomes Funding Framework

## The Ask for 26-27– key points

- For STW there is £2.9m (full year effect) ringfenced recurrent neighbourhood funding for 2026/27 to accelerate the neighbourhood models of care development
- Funding will be routed through SCHAT as the integrator via contract variation to their NHS Standard Contract.
- The integrator will be responsible for deploying this funding across the 9 STW neighbourhoods in partnership with general practice, PCNs, VCSE, local authorities, and other providers.
- This approach requires a level of maturity, trust, and shared purpose across neighbourhood partners. However, it provides a mechanism for equal partnership working
- The Framework sets out the ICB's expectations in relation to outcomes, priority cohorts, and delivery performance and covers the following areas:
  1. **Establishment of core INT infrastructure**
  2. **MDT maturity and shared caseloads**
  3. **Population health management implementation**
  4. **Priority Cohorts:**
    - Frailty Proactive
    - CVRM – Cardio-Vascular Metabolic Renal

# ICB Neighbourhood Outcomes Funding Framework

## Outcomes and Measures

Neighbourhood investment is expected to deliver measurable improvement against a core set of system outcomes, including:

- Stabilisation or reduction in urgent and emergency care demand, including non-elective admissions and A&E attendances;
- Reduced length of stay and improved hospital flow for priority cohorts;
- Demonstrable shift in activity from acute to community settings;
- Reduced utilisation by high-intensity service users;
- Improved outcomes for priority population groups, including frailty and CVRM;
- Delivery of activity and financial plans aligned to system sustainability.
- Reducing variation in access, experience, and outcomes

Practical considerations:

- Some will be measurable in the short term – activity/performance
- Some will be measurable over time – outcomes
- Some will need work to define to ensure consistent application – resident experience
- Important that our 2 places and NbHs are all measuring the same thing