

Steve Brine

Health and Social Care Committee

*3rd April 2023*

Dear Steve,

It is with great pleasure that I am able to provide you with my final report into how the oversight and governance of integrated care systems (ICSs) can best enable them to succeed.

It was an enormous privilege to carry out this review and I thank you for your support throughout. I have already sent a copy of the report to Secretary of State for Health and Social Care, and I look forward to his response to my recommendations in due course.

As a result of the review, I fully believe that Integrated Care Systems are the right reform at the right time. There is a remarkable degree of consensus supporting them, and they command the backing of local government, voluntary sector organisations, social care providers, NHS England as well as partners and leaders in all 42 systems. ICSs are already making a real difference to the most urgent performance challenges in the NHS and social care.

As part of the review, I read your report on ICS autonomy and accountability with great interest, and I am immensely grateful to the committee for sharing an embargoed copy with me.

As part of my report, I fully endorse a number of your recommendations. In particular, I agree that “the Major Conditions Strategy should put prevention and long-term transformation at its heart” – and I have suggested that every opportunity should be taken to refocus clinical pathways towards prevention. In order to support this change, I have recommended that the government leads a national mission for health improvement designed to change the national conversation about health, shifting the focus from simply treating illness to promoting health and wellbeing and supporting the public to be active partners in their own health. I regard this as so important that, although my recommendation is to the government as a whole, I also express the hope that the Prime Minister will personally lead this.

I also support your recommendation that DHSC should publish, as soon as possible, the proposed shared outcomes framework. This work should develop a small set of clear, high-level national goals for population health. I would expect the government to consider how this framework could be used to consolidate current existing, fragmented outcomes frameworks to enable an aligned set of priorities across health and care.

Finally, one of the messages that I heard throughout the review was that ICSs needed the space and opportunity to lead. However, to do that effectively, they needed support to develop their leadership capability. I am in full agreement with your recommendation that government and NHS England establish an ICS leadership development programme, specifically targeted at supporting leaders of and within ICSs to develop the skills required to be successful system leaders. I have also

recommended that NHS England work closely with the Local Government Association, NHS Confederation and NHS Providers to further develop their leadership support offer.

It would also be remiss of me not to put on record my thanks to you, your colleagues in on the committee, as well as Catherine Wynn. I would be very happy to discuss the findings with you further.

Best wishes, as ever

A handwritten signature in black ink, appearing to read 'Patricia Hewitt', with a large, stylized initial 'P' and a long, sweeping flourish at the end.

Rt Hon Patricia Hewitt