



Integrated Care System
Nottingham & Nottinghamshire

Nottingham and Nottinghamshire Integrated Care System

Quality Strategy (Model Framework) 2025-2028



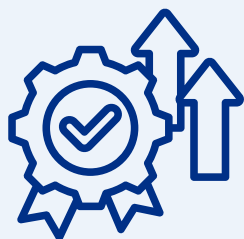
“ The aim is in establishing a shared understanding of safety, effective, personalised and equitable experiences for population needs across the system.

Rosa Waddingham
Chief Nurse



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Introduction



The Nottingham and Nottinghamshire Integrated Care System (ICS) came together in July 2022. The Quality Strategy 2022-2024 identified as one of the quality priorities that all system partners sought to have a unified approach across health and care, ensuring consistency in understanding and delivering equitable and quality services.

The development of our refreshed Integrated Care System Quality Strategy (Model Framework) 2025-2028 stemmed from a collective need for a singular definition of quality. The aim is in establishing a shared understanding of safety, effective, personalised and equitable care experiences for population needs across the system.

This approach fosters a common language between health, care and voluntary sector partners that helps shape that ambition. Healthcare Improvement Scotland's model [i] influences our strategic approach:

Quality Planning – ensuring services are designed with quality at their core.

Building Improvement Together – fostering collaboration to drive system-wide improvement.

Quality Assurance – maintaining high standards and accountability.

By adopting these principles, in a consistent way we are laying the foundations for a developed learning system, that defines what quality means, how we will embed it, and understand the impact it will have on the people of Nottingham and Nottinghamshire.

This strategy ensures that all partners across the integrated care system work towards a shared vision of delivering high-quality, safe, fair and effective care. The strategy is written and acknowledges future changes to how the system will need to strategically commission and support collaborative working arrangements with the sole aim of delivering the right care to our population.

Rosa Waddingham, Chief Nurse
Nottingham and Nottinghamshire ICB.



Nottingham and Nottinghamshire Pledge

As partners of the Nottingham and Nottinghamshire Integrated Care System **we are committed to ensuring we develop and embed a common understanding of the Nottingham and Nottinghamshire Integrated Care System Quality Strategy (Model Framework)** and in doing so, our individual organisational quality priorities align with the Integrated Care System Quality Priorities in delivering transformation for our population.



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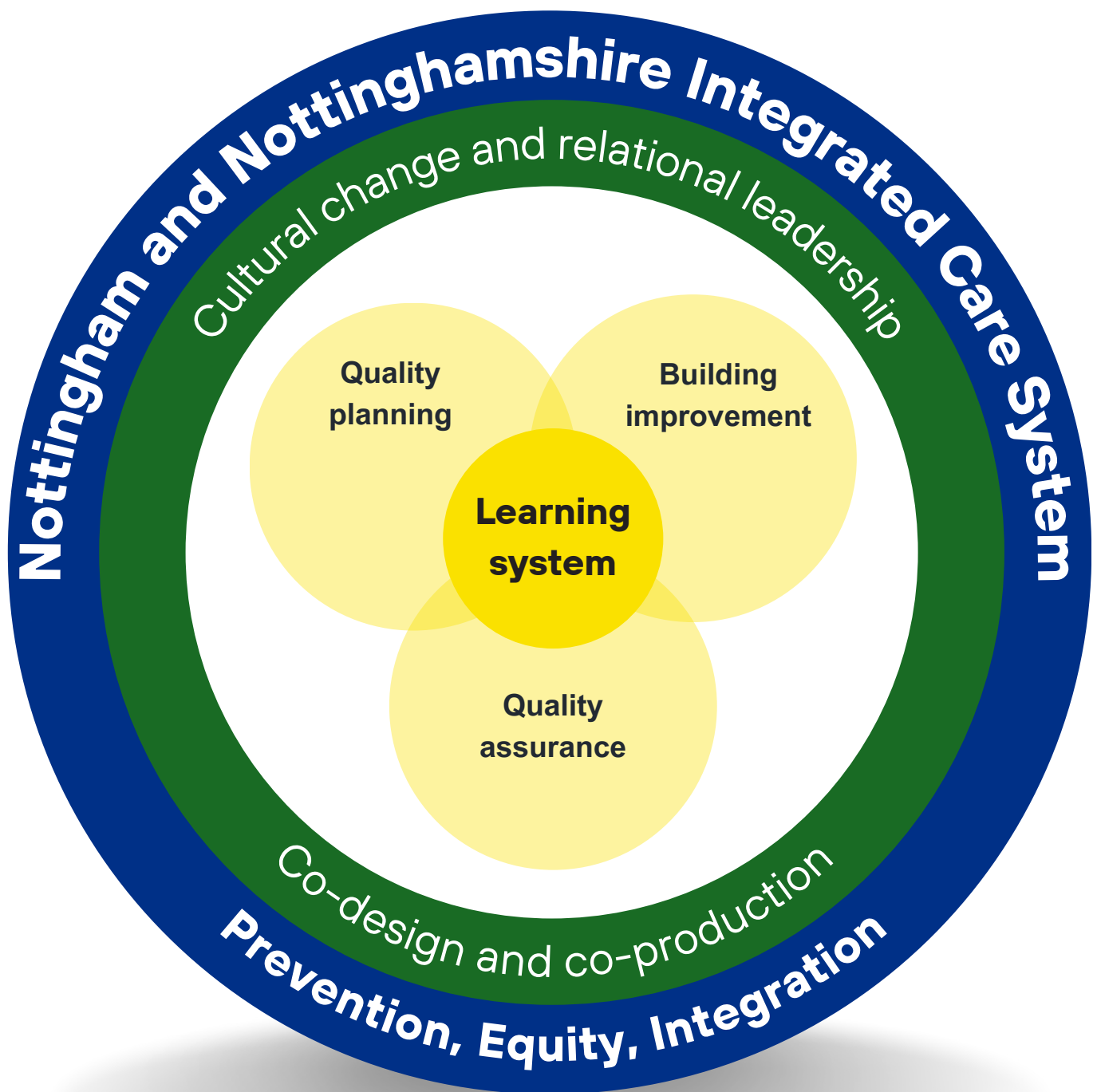
Integrated Care System
Nottingham & Nottinghamshire

Quality Strategy (Model Framework)



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Nottingham & Nottinghamshire

Quality Strategy (Model Framework)





Defining the quality in our system

What do we mean by Quality?

In health and social care, quality refers to delivering effective, safe, and positive patient experiences, while also ensuring care is patient-centred, timely, equitable, and efficient [ii]. This definition encompasses not only clinical effectiveness but also the overall individual's care and experience that will have the most profound impact on people's lives[iii].

Quality Planning

Quality planning (quality by design) is defined as the mechanisms by which a team, service, organisation or system across health, care and voluntary sectors chooses its priorities for improvement and then designs appropriate interventions to deliver those improvements, including services that are commissioned. A critical, and fundamental stage often overlooked, our commitment is understanding the full extent of a person's needs and assets by re/designing processes and services with our population whilst making best use of their existing resources.

Building Improvement

Quality improvement is about giving the people closest to issues in care quality, the time, permission, skills and resources they need to solve them. It involves a systematic and coordinated approach to solving a problem using specific methods and tools to bring about a measurable improvement. The NHS Impact Framework [iv] for improvement provides a unique opportunity within our system to have a common commitment to building improvements and collective learning.

Our plan is to involve partners across health, social care and voluntary sectors help shape and deliver this consistently.

Quality Assurance

Effective assurance mechanisms look more broadly at whether a team, organisation and/or system has effective approaches to managing the quality of care in the round. It involves assessing or evaluating quality; identifying problems or issues with care delivery and designing quality improvement activities to overcome them; with monitoring to make sure the activities did what they were supposed to.

Cultural Change and Relational Leadership

Embracing cultural change involves fostering a work environment that aligns with our integrated strategic objectives, and joint forward plan. These agreed foundational approaches emphasises developing, attracting, and retaining inspirational, innovative cultural leadership. This will result in a drive towards innovation. Change culture supports those development opportunities.

Relational leadership refers to a leader and relates their ability to develop positive relationships within an organisation and beyond, to enable collective efforts of people (across organisational boundaries) working together to accomplish positive social development and growth to achieve a common goal.

We know effective leadership is crucial across health, social care, and the voluntary sectors. This requires a shift towards collaborative, community-centred approaches to address complex challenges and improve patient outcomes [v]. Leaders need to foster trust,

promote shared values, and empower individuals to take responsibility for their actions and contributions.

Co-Design and Co-production

Co-production happens when people who access services and their carers are valued as equal partners, can share power, and have real influence over the decisions that are made. It happens when people and carers are included from the start to the end of any work that affects them [vi].

Co-producing services with people with lived experience is beneficial to the integrated care system as a whole and patients, service users and their families. A coproduction approach using insight and information from those living with a health condition means that services we commission, accurately reflect the needs of those using them which this leads to better health outcomes, it is also a cost-effective way of making sure we spend vital system money in the right way, first time.

We will work in partnership with people who have lived experience of using health and care services, including people with personal experience of a particular health condition or need, their carers or family and the wider community, so that they can share information about living their lives with us. We can then use that information to strategically create new services or understand the impacts to improve existing services so that they can better meet the needs of people using them, doing this from the very start of services or changes being developed.

Prevention, Equity, Integration

The Nottingham and Nottinghamshire Integrated Care Partnership (ICP) involving health, social care and voluntary providers developed an Integrated Care Strategy 2023-2027 [vii] to improve health and care outcomes and experiences for local people has now been refreshed and the quality strategy (framework) aligns to those guiding principles in delivering person centred care:



Prevention is Better Than Cure

Early detection and prevention to reduce the need for treatment and improve health outcomes.

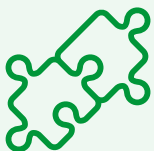
- **Health:** Implementing preventative measures like Immunisations, lifestyle changes, and early interventions.
- **Social Care:** Supporting people to remain healthy and independent through early social care interventions.
- **Voluntary Sector:** Engaging community organisations to promote health literacy and preventative practices.



Equity in Everything

Tailoring support to meet the diverse needs of the population, ensuring fair access and outcomes.

- **Health:** Providing equitable access to healthcare services, especially for vulnerable groups.
- **Social Care:** Addressing social determinants of health to reduce disparities.
- **Voluntary Sector:** Collaborating with community groups to reach underserved populations and ensure inclusive support.



Integration by Default

Promoting collaboration among health and care services to provide seamless, person-centred care.

- **Health:** Coordinating care across different health services to care and treat the whole person.
- **Social Care:** Integrating social care with health services to provide comprehensive support.
- **Voluntary Sector:** Involving voluntary organisations in service delivery to enhance community-based care to improve experiences.



The learning system

Health and Social Care is complex and there is increasing need health and care systems which enable staff at every level to continually review how well their service is doing (quality assurance), identify their priorities for strategic improvement and design appropriate interventions (quality planning), and then test ideas to make care better (quality improvement).

Using research and the use of a broad range of metric insights to inform learning and improvements will be our way. The importance of having methods to evaluate and use evidence led knowledge within our definitions of quality aligns with the four pillars our ICS Research Strategy 2024-2029 [viii].

Doing this well in a complex system requires individuals, teams, organisations and systems to develop the infrastructures for continuous learning with co-design and co-production, and cultural change and relational leadership as key enablers.

Our strategic approach links with our system quality priorities identify areas for improvement that matter to the people of Nottingham and Nottinghamshire and priorities through the refreshed Integrated Care System Joint Forward Plan [ix].



Delivering the Integrated Care System Quality Strategy

How we deliver quality aligns with the refreshed statement from the National Quality Board Shared Commitment to Quality to provide a common definition and vision of quality for those working in health and care systems[x]. Together we will work to deliver the ambitions are set out on this page.



Setting clear direction and priorities

To deliver a new service model for the 21st century which delivers better services in response to local needs, invests in keeping people healthy and out of hospital, and is based on clear priorities, including a commitment to reducing health inequalities.



Bringing clarity to quality

Setting clear standards for what high quality care and outcomes look like, based on what matters to people and communities in Nottingham and Nottinghamshire.



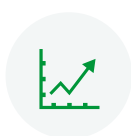
Measuring and publishing

Quality measuring what matters to people using services, monitoring quality and safety consistently sharing information in a timely and transparent way using data effectively to inform improvement and decision making. Using our system analytical resources to build one accessible version of quality.



Maintaining and improving quality

Working together to maintain quality to reduce risks and drive improvement across the Nottingham and Nottinghamshire footprint.



Building capability for improvement

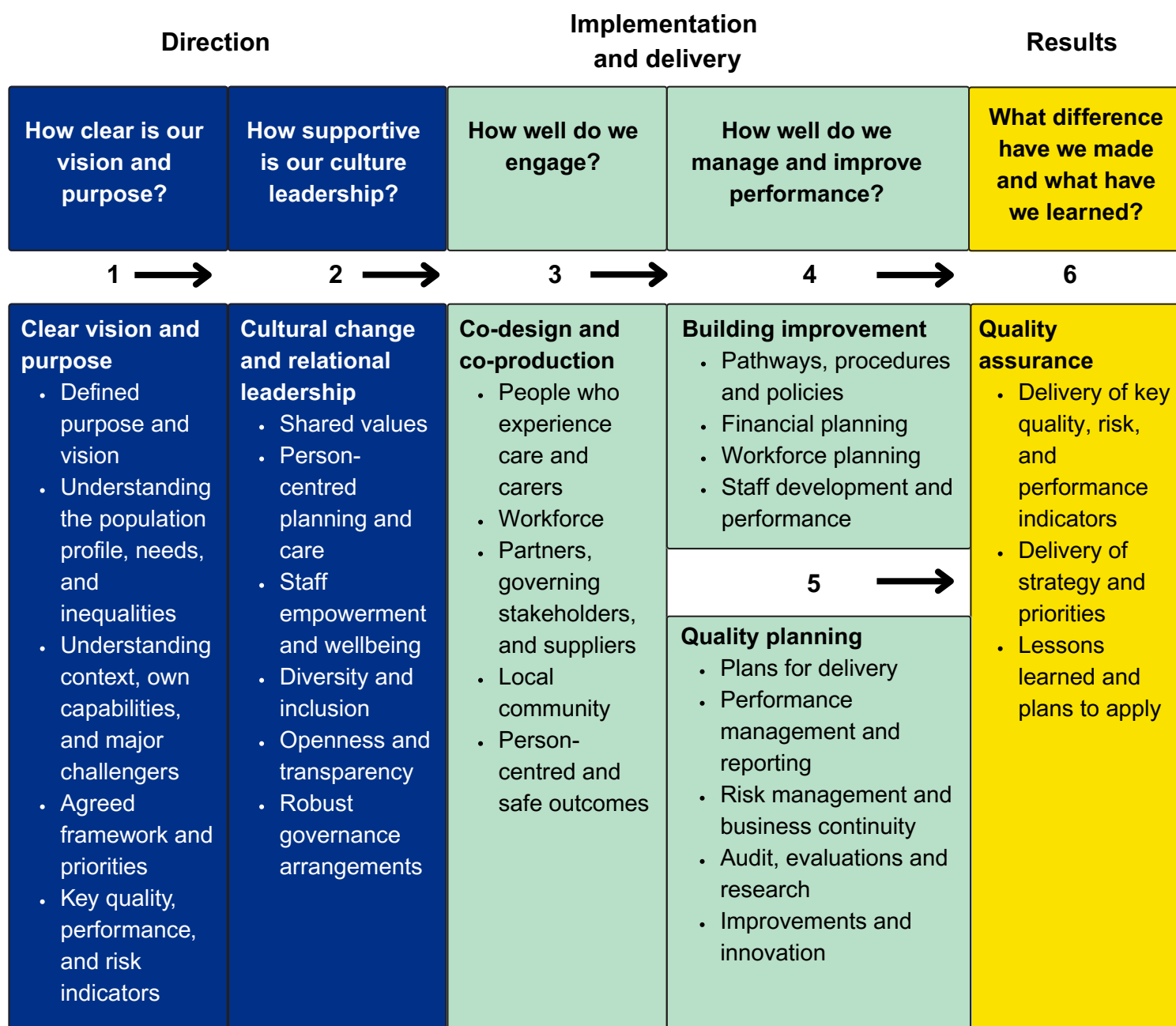
Providing multi professional and population partnership for quality; building learning and improvement cultures; supporting staff and people using services to engage in coproduction; supporting staff development and wellbeing. We have started to build capacity through system quality improvement initiatives and communities of practice.



Recognising and rewarding quality

Recognising, celebrating and sharing outstanding health and care, learning from others and helping others learn, recognising when things have not gone well.

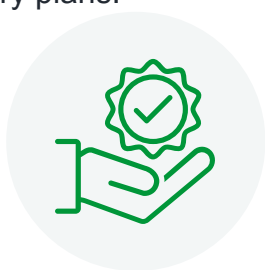
Delivering the Integrated Care Quality Strategy: Plan on a Page



Focus	Domain
Direction	1: Clear vision and purpose
	2: Cultural change and relational leadership
Implementation and delivery	3: Co-design and co-production
	4: Building improvement
	5: Quality planning
Results	6: Quality assurance

Integrated Care System Quality Priorities

Collaborating as an Integrated Care System through the use of the Quality framework will help health and care organisations in Nottingham and Nottinghamshire to consistently working together to tackle the complex challenges facing our population. This linked to collectively achieving our six system quality priorities reflected in our system partners own organisation delivery plans:



Actively support improvements for all partners to deliver quality with the system.



Focus on improving access to, and quality of, maternity services for our population.



Ensure that the system provides quality support to those who experience mental ill-health.



Improve health and well-being for people with a learning disability and or autism.

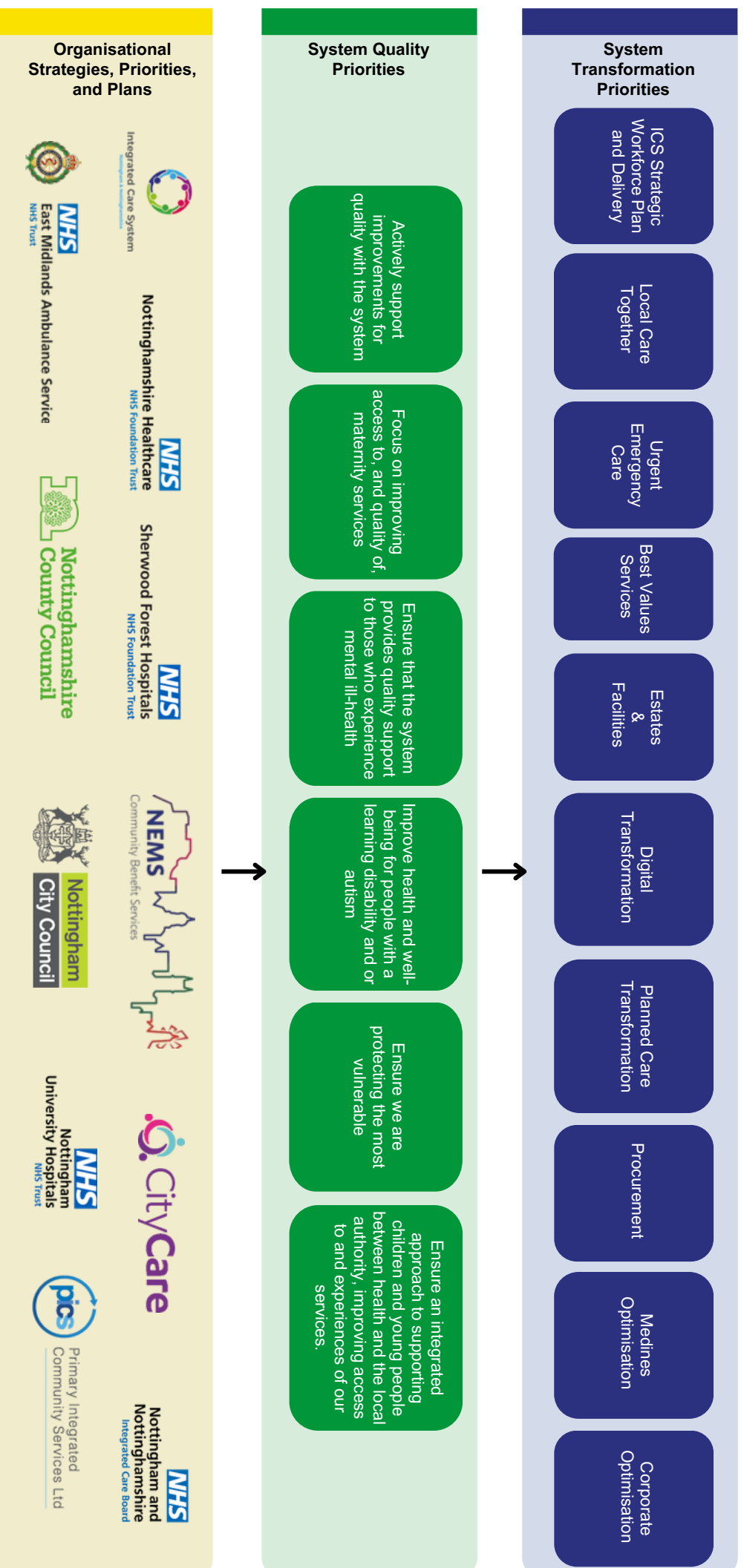


Ensure we are protecting the most vulnerable.



Ensure an integrated approach to supporting children and young people between health and the local authority, improving access to and experiences of our services.

Quality Priorities with Organisational and Transformational Alignment





Delivering the Integrated Care System Quality Priorities

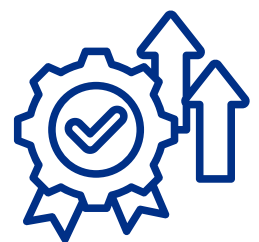
All system partners are committed to aligning their organisational priorities supported by a consistent approach to quality planning, building improvement and assurance processes.

Part of this ongoing commitment to associate individual organisational plans to the system quality priorities is to ensure consistent reporting by all partners and is reflected within the annual coproduced local quality schedules [xi]. The Nottingham and Nottinghamshire Integrated Care System commit to quarterly reporting against the system quality priorities.

Nottingham and Nottinghamshire Integrated Care system's Partner Quality Assurance and Improvement Group is a shared system improvement group where the Nottingham and Nottinghamshire Integrated Care System Quality Strategy (Framework) and Quality Priorities will be monitored.

Image credit: Stavros Pourikas

The Nottingham and Nottinghamshire Integrated Care System commits to an annual refresh of the priorities which will include an annual report and stock take.



Quality Assurance Arrangements for Nottingham and Nottinghamshire Integrated Care System.



References

- [i] Demonstrating Safety, Promoting Improvement: An Overview of the Quality Assurance System:
[20220906-HIS-Quality-Assurance-System-v1.pdf](#)
- [ii] World Health Organisation- [Quality of Care](#) [Quality of care](#)
- [iii] National Quality Board (April 2013) Quality in the new health system -Maintaining and improving quality
<https://assets.publishing.service.gov.uk/media/5a7c5f01e5274a7ee501a849/Final-NQB-report-v4-160113.pdf>
- [vi] [1]NHS IMPACT: [NHS England » The five components of NHS IMPACT](#)
- [v] [1] Kings Fund (2023) The practice of collaborative leadership across health and care services [The Practice Of Collaborative Leadership](#) | [The King's Fund](#)
- [vi] Nottingham and Nottinghamshire Integrated Care Board Coproduction Strategy 2022-2024: [Nottingham and Nottinghamshire ICB Coproduction Strategy 2022 to 2024](#)
- [vii] integrated Care Strategy (updated March 2025) [Integrated Care Strategy 2023-2027 - NHS Nottingham and Nottinghamshire ICS - NHS Nottingham and Nottinghamshire ICS](#)
- [viii] ICS Research Strategy 2024-2029 [ICS-Research-Strategy-2024-29-FINAL.pdf](#)
- [ix] Joint Forward Plan (updated and approved March 2025) [NHS Nottingham and Nottinghamshire JFP](#)
- [x] National Quality Board Shared Commitment to Quality [nqb-position-statement.pdf](#)
- [xi] Nottingham and Nottinghamshire Long Form Quality Schedules 2025/2026