

ICB-HIN Partnership Maturity Matrix

A framework for supporting closer partnership working between Integrated Care Boards and Health Innovation Networks



Dimension	Emerging	Maturing	Developed
Strategic Alignment HINs are key partners for ICBs in delivering NHS 10 Year Plan ambitions. Aligning strategies ensures initiatives are coordinated, complementary, and focused on shared priorities, maximising the impact of ICB-HIN partnership working.	Limited coordination between ICB and HIN in agreeing shared strategic priorities for innovation Some alignment between HIN regional strategy and general ICB strategy	Effective collaboration between ICB and HIN on agreeing shared strategic priorities for innovation Good alignment between HIN regional strategy and general ICB strategy	Deep collaboration between ICB and HIN on agreeing shared strategic priorities for innovation Strong alignment between HIN regional strategy and range of ICB strategies and plans
Roles and Responsibilities ICBs and HINs have distinct, shared, and overlapping roles. Clarifying responsibilities and optimising role allocation leverages each partner’s strengths, builds capacity, reduces duplication, and ensures resources are used effectively to maximise system impact.	Limited - mostly high-level - shared understanding regarding mutual roles and responsibilities around innovation adoption Little consideration of different innovation areas and respective strengths of HIN / ICB to deliver against these No formal agreements in place	Strong, shared understanding of mutual roles and responsibilities regarding innovation adoption - clearly understood by key stakeholders Some consideration of different innovation areas and respective strengths of HIN / ICB to deliver against these Some level of formal agreement in place	Deep, shared understanding of mutual roles and responsibilities regarding innovation adoption - clearly understood by wide range of stakeholders across both the ICB and HIN Role mapping informed by full range of potential innovation areas, and respective capabilities of HIN / ICB to deliver against these - new partnerships sought to address gaps MoU in place - iterated based on real world learning and feedback
Structures and Culture Effective governance and a collaborative culture support successful partnership working. They enable open communication, timely decision-making, and ongoing learning, helping ICBs and HINs focus collective efforts and adapt strategies based on what is or isn’t working.	Limited inter-organisation governance in place Some emerging forums support partnership working - mostly project specific Limited culture of collaboration - mostly driven by individual relationships.	Some representation in place from HIN and ICB across key governance bodies Established forums and mechanisms support partnership working in place - including joint roles, shared innovation hubs or equivalent collaborative structures Good culture of collaboration across some sections of both organisations	Good representation in place from HIN and ICB at board level and all key governance bodies Forums, joint roles, and shared hubs are fully embedded, routinely driving co-designed programmes Strong, shared culture of collaboration across leadership and key delivery functions of both organisations
Programmes and Funding Joint, locally agreed programmes and aligned funding streams maximise strategic impact. Coordinating local funding and programmes, with other provider-led or national innovation programmes ensures resources are effectively used, avoids duplication, and improves the chance of successful innovation adoption and spread.	Some joint working on specific projects; Little strategic coordination across wider ICB, HIN and provider initiatives and funding No structured processes or criteria linking pilots to BAU planning	Good joint working on specific projects and larger programmes; Some strategic coordination across wider ICB, HIN and provider initiatives and funding Some structured processes or criteria linking pilots to BAU planning	Strong joint working across key projects and larger programmes; Effective strategic coordination across wider ICB, HIN and provider initiatives and funding Effective structured processes or criteria linking pilots to BAU planning
Data and Insight Sharing Systems need to ensure that decision-making is based on the best possible intelligence at every level. By agreeing processes for sharing data and collaboratively optimising system insights, ICBs and HINs can make informed, evidence-driven decisions to improve system performance.	Some agreed mechanisms for sharing insights; data used project-by-project. No ongoing partnership work to co-develop improved data analytics	Regular, collaborative use of ICS data assets to prioritise and evaluate innovation. Limited partnership work to co-develop improved data analytics	Shared data infrastructure and analytics; joint use of insights to prioritise and evaluate innovation. Strong partnership work to co-develop improved data analytics
Industry and External Partnerships HINs bridge health systems and external innovators. Agreed processes for brokering partnerships enable ICBs to harness industry expertise and resources in support of key long-term strategic objectives.	HINs facilitate some dialogue between industry and ICB; limited two-way communication of challenges and opportunities. Limited brokering of wider partnerships	HINs facilitate good dialogue between industry and ICB around key priorities; process in place to communicate ICB needs to industry, review proposals, and manage responses Emerging partnerships between ICB, academia and wider innovation and research partners - supported by HIN	Regular two-way dialogue shapes innovation priorities, aligns investment, and informs adoption; Joint ICB–HIN framework and process in place for scoping and supporting industry partnership Strong partnerships between ICB, academia and wider innovation and research partners - supported by HIN