

# A LONG-TERM PLAN FOR DEVON

## Purpose of Report

At the meeting in March 2019, the Health and Well Being Board discussed the approach to developing a wider Devon system plan in response to the NHS long-term plan.

As previously discussed, Health and Well Being Boards and the individual partners have a key role in shaping and delivering Devon's system plan. The broadened scope of this NHS Long Term Plan (LTP), particularly in seeking to strengthen action on prevention and inequalities, provides a clear opportunity for contributing and working in collaboration to address challenges at both local and system level.

National planning guidance has now been published and the purpose of this paper is to both:

- Provide an update on the process and timescale for developing the Devon system response to the LTP including the process for engagement.
- Provide an update on population need and shared priorities for well-being that will inform the plan.

This in turn can ensure a clear and credible plan that Members feel not only takes account of the needs of the communities they represent, but also how they can contribute to improving population health and well-being and the delivery of health and care services in Devon. In doing this the plan is to engage not only with county Members, but also District Councils, the public and the voluntary sector. This has been built into the process described in this paper.

## Recommendations and Reasons

That the Committee agrees to-

1. note the progress to date and the proposed process, timescales, materials and levels of engagement for the development of Devon's Long-Term Plan and endorses the robustness of the process;
2. develop a joint working arrangement with Devon and Plymouth HWB to agree a common set of Health and Wellbeing priorities; and review of the implementation of the Long-Term Plan, insofar as it relates to the Devon STP geography in aggregate

## 1. A description of the overall process and timescale

1.1. As a reminder The NHS Long Term Plan, published in January 2019 sets out how the NHS will:

- Move to a new service model in which patients get more options, better support, and properly joined-up care at the right time in the optimal care setting
- Strengthen its contribution to prevention and health inequalities
- Improve care quality and outcomes
- Tackle current workforce pressures and support staff
- Upgrade technology and introduce digitally enabled care across the NHS
- Put the NHS back onto a sustainable financial path
- Support every system to become an Integrated Care System by April 2021

1.2. Each system (current Sustainability and Transformation Partnership area) is expected to develop its plan by autumn 2019. The process as outlined below is designed to ensure that our local system plan is developed through:

- Involving local communities and delivery partners in its development
- Using evidence of population need to inform priorities and targeted action
- Building upon the existing agreed system plans and strategies
- Defining how outcomes will be delivered and how local and national good practice initiatives will be adopted consistently across the system
- Outlining how financial stability and sustainability will be achieved.

1.3. National planning guidance recently published sets out the framework and timescales for development and submission of local system plans. The overarching timescale for developing Devon's Long-Term Plan is set out in the table below.



Date	Activity
June 2019	Collating information and evidence to underpin the plan, including views from prior engagement
July 2019	Launch of 8-week period of focused engagement in Devon Long-Term Plan commencing 11 <sup>th</sup> July*
August 2019	Continuation of engagement and development of information for Devon Long-Term Plan
September 2019	Completion of focus engagement on 5 <sup>th</sup> Sept. Update plans and submit first draft to NHSE / I
October 2019	Revise and update plan in response to engagement, partner contribution and feedback from regulator. Mid Oct. start of period of organisational review and endorsement of Long-Term Plan
November 2019	Mid Nov. endorsed Devon Long Term Plan finalised for publication by the end of November
December 2019	National Long -Term Plan publication by the end of Dec. to inform detailed 2020/21 planning

1.4. The overall process will be undertaken in the following phases:

**1.5. Phase 1: Preparation and set up:** This has included establishing the team and governance arrangements for the Long-Term Plan as well as early briefings and engagement with organisations and key stakeholders.

**1.6. Phase 2: Developing the evidence base:** Building on information and work already done in Devon, actions are underway to ensure a strong evidence base for the Long-Term Plan including:

- Current and projected health needs of the population and the key health challenges
- A review of prior engagement and messages from the forthcoming engagement to ensure the voices of local people in the plan
- An assessment of health and care demand, how this may change within the life of the Long-Term Plan and key points for attention
- A baseline review to check the maturity of current strategies, plans and performance in the context of the new Long-Term Plan requirements
- An outline of best practice locally and in other areas and opportunities to be explored further for the Long-Term Plan
- A description of constraints and opportunities in relation to finance, workforce, digital and other key resources for a sustainable plan

**1.7. Phase 3: Engagement and co-creation:** With a clear purpose to engage in the key topics in the NHS Long Term Plan and to consider the challenges and opportunities to address the local priorities for health, wellbeing and care. The plan for this phase is described in more detail in the section below. As shown in the timeline, focused engagement for the Long-Term Plan will commence in July 2019, aligned in Devon with the Health and Wellbeing Strategy consultation.

**1.8. Phase 4: Developing the plan:** The plan development will take account of the national requirements, the evidence base and messages from local engagement as described above. The national Long-Term Plan planning framework sets out foundation requirements to be addressed in early phase of system plans.

**1.9. Phase 5: Testing, approvals and publication:** Approval for the draft system plan will be sought through the collective system groups, including system leaders and collaborative board and subject to statutory organisations individual governance arrangements as determined by respective partners. In addition, it will be tested for robustness and subject to a process of approval and external assurance through NHS England and Improvement prior to publication at the end of 2019.

## **2. A description of the plans for engagement at Locality, District, County and STP wide levels**

2.1. The engagement plan sets out the scope, content and approach to engagement; the methods or channels to be used; the collation of views and feedback; and the audiences and groups for engagement.

2.2. It is important to note that there has already been a range of engagement relevant to the Long-Term Plan:

- NHS national Long-Term Plan engagement in 2018
  - Healthwatch national survey on the Long-Term Plan
  - Devon STP programme engagement e.g. mental health, maternity etc
- 2.3. Given the need to build on existing system plans, a review of the themes arising from this prior engagement is underway and will form part of the refreshed local evidence base.
- 2.4. In addition, Healthwatch is currently engaging people in Devon, Plymouth and Torbay including holding six focus groups on the following points:
- Making it easier for people to access support closer to home and via technology
  - Doing more to help people stay well
  - Providing better support for people with cancer, dementia, heart and lung disease
- 2.5. Responses on these topics will be formulated in a Healthwatch report which is due in early June 2019 to contribute to the Devon Long Term Plan.
- 2.6. The engagement is planned to take a two-Tier approach.

*Tier 1 – Strategic engagement (Devon-wide)*

- 2.7. Engagement in the Long-Term Plan will need to be system-wide on some of the key challenges it faces, for example developing digital capabilities and recruiting and sustaining a flexible workforce. The areas of focus system-wide, are;
- Understanding how technology can better support individuals to stay well
  - Creating a sustainable workforce fit for the future
  - What the NHS can do to help people stay well, live better

<i>Tier 1 – strategic engagement (Devon-wide)</i>	
Activity:	Engagement to be delivered by:
Devon Virtual Voices Panel – 1500 members (x 2 surveys during 8 weeks)	Devon CCG
Focus groups: Devon-wide recruitment: Digital Workforce Helping people to stay well and live better for longer <i>One focus group on each topic.</i>	Devon CCG
Generic survey (15 questions) – hosted on CCG website and supported by social media and marketing activity (drive quantitative feedback) – paid for advertising online, weekly theme.	Devon CCG

DRSS tele-survey – DRSS speak to 1500 per day, they will ask each caller 2 questions regarding planned outpatient appointments (to test their views on the use of digital to support planned care)	Devon CCG Devon Referral Support Service
MPs (Devon-wide) A session with Devon MPs will be set up to brief them on process and timeline	Devon CCG
Health and Wellbeing Boards (x3) H&WBB will work with the three public health teams in Devon, Plymouth and Torbay to address issues and challenges in chapter 2 of the LTP and provide recommendations and priorities back.	H&WBB Devon + Public Health Devon  H&WBB Plymouth + Public Health Plymouth  H&WBB Torbay + Public Health Torbay

## 2.8. Using our engagement channels Devon-wide (Devon CCG):

### *Devon Virtual Voices*

2.9. This is an online panel of people who have specifically signed up to being surveyed about health and social care. By the end of June our panel will be up to 1500 and membership is screened based on a representative sample of Devon. We expect to receive a response rate of 45/50% for each survey issued.

2.10. Individuals can self-select areas of interest or preference when they join, meaning we can target them with chapter specific surveys as well as the generic. We will issue two surveys to the panel:

- Week 1 (8 July) – welcome to the panel and short survey (theme: digital)
- Week 4 (29 Aug) – generic survey (no more than 10 questions)

### *Focus groups*

2.11. Recruitment to focus groups will be Devon-wide, but this will specifically target different representative groups to make the attendance mixed – geographic, demographic, psychographic etc. There would be no-more than 15 people in each focus group. Proposed focus groups include:

- Digital: how technology can better support individuals to stay well
- Workforce: how can the NHS create a sustainable workforce
- Wellness agenda: what can the NHS do to help people stay well, live better for longer

### *Using social media*

2.12. We will use social media in two ways. Firstly, we will run paid for advertising on social media to promote all surveys and drive people to complete them. This worked very

well during our Better Births engagement. We will do themed weeks to ensure our communication is targeted and aligns to specific groups. This engagement plan will be supported by a full PR and communications plan.

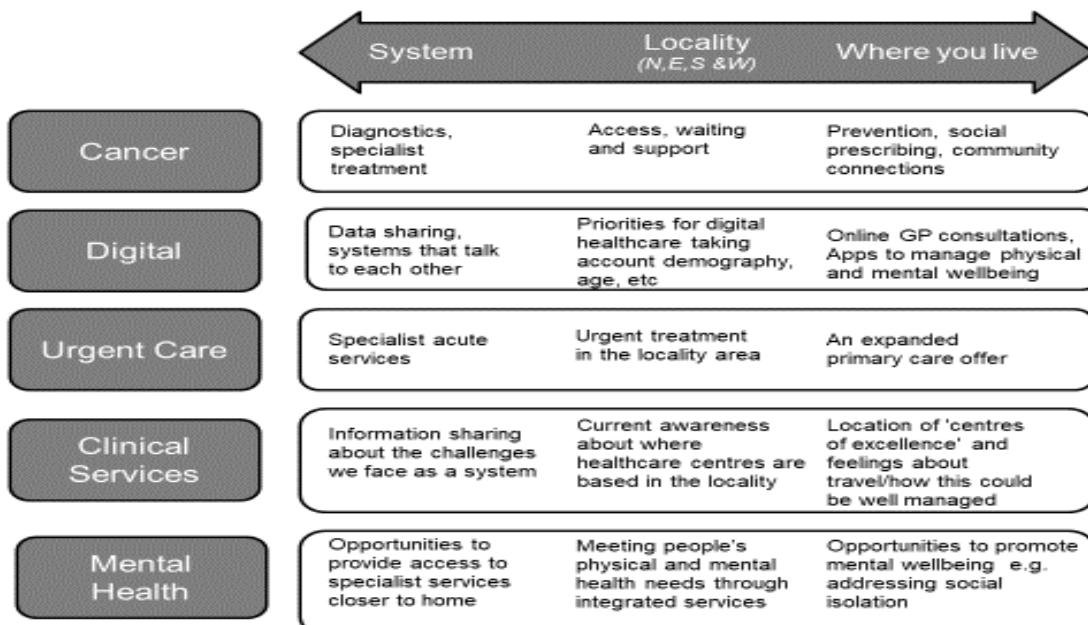
- 2.13. The second element of social media will be to target specific groups and forums that already exist. This will enable online focus groups with online communities.

#### *Hard to reach groups*

- 2.14. Working with the Devon Joint Engagement forum there will be some targeted work with the members of the committee, linking in with similar forums in Torbay and Plymouth.

#### Tier 2 - Localities

- 2.15. Engagement will also be planned in the Northern, Eastern, Southern and Western Localities. Locality based engagement will provide the opportunity engage in the delivery of integrated care to better address the key challenges that are specific to that area. Each locality will agree how they will engage on priorities and topics from within the Long-Term Plan using the data and tools provided that illustrate the local challenges and opportunities. This will identify clear themes from the locality-based engagement to inform the Devon Long-Term Plan.
- 2.16. In determining which issues might best be considered at which levels it is also clear that different elements of the same issue may be considered at different levels on a continuum. While the detail of the content is still being developed, the diagram below illustrates the nature of the engagement and influencing opportunities that may take place system level to where they live.



### **3. Planning guidance, population need and priorities**

3.1. In Devon, the Long-Term Plan development is being led through the Devon Sustainability and Transformation Partnership which is chaired by Dame Suzi Leather, with Phil Norrey in the role of interim Chief Executive. Each constituent NHS and Local Authority organisation<sup>1</sup> will be key partners in both the development and delivery of the Long-Term Plan.

3.2. Health and Wellbeing Boards, in their role of ensuring the delivery of improved health and wellbeing outcomes for the population, reducing inequalities, and promoting integration will play a key role in the development and delivery of the NHS Long Term Plan and will be engaged and invited to endorse that the final Long-Term Plan addresses the priority needs of the population.

3.3. The Long Term Plan implementation network was published at the end of June 2019. This framework identified the approach that our local system is expected to take in order to create our five year strategic plan. In Summary -

- All systems must deliver on foundational commitments for both service transformation and system development in line with nationally defined timetables or trajectories
- Systems will also have substantial freedoms to respond to local need, prioritise, and define their pace of delivery for the majority of commitments but will need to plan to meet the outcomes as expressed in the Long Term Plan.
- Plans should prioritise actions that will help improve the quality of, and access to, care for their local populations, with a focus on reducing local health inequalities and unwarranted variation. System plans must consider not just how to deliver health services but how to prevent ill health.
- Plans which will cover the four-year period April 2020 to March 2024 will also need to set out how systems will continue to maintain and improve performance for cancer treatment, mental health, A&E and elective care activity
- System plans should expect to be developed in conjunction with Local Authorities and with consideration of the need to integrate with relevant Local Authority services.
- Driving innovation: All system plans must consider how to harness innovation locally.

#### **4. Population Need**

4.1. Public Health teams across the Devon developed a common need based assessment and priorities for health and well-being across the STP geography. This work will form the foundation of our Devon system plan and be used to inform planning process with regard to local priorities and phasing in accordance with planning guidance.

<b>Common Challenges (JSNA)</b>	<b>Common Priorities (JHWS)</b>
An ageing and growing population	Common vision to reducing health inequalities and addressing wider determinants of health
Access to services, including socio-economic & cultural barriers	Mental health across the life course

<sup>1</sup> Constituent organisations in the Sustainability and Transformation Partnership are set out on [STP website](#)

Complex patterns of urban and rural deprivation	A focus on communities, housing and the built environment
Housing issues (low incomes / high costs)	Giving children the best start in life
Earlier onset of health problems in more deprived areas (10-15 year gap)	A focus on living well, encouraging health lifestyles and prevention
Poor mental health and wellbeing, social isolation & loneliness	Maintaining independence and good health into older age
Poor health outcomes caused by modifiable behaviours	
Pressures on services (especially unplanned care) caused by increasing long-term conditions, multi-morbidity and frailty	
Shifting to a prevention focus	
Unpaid care and associated health outcomes	

## 5. Health and Wellbeing Board Joint Working

5.1. In relation to the Health and Wellbeing Board's in Devon, Plymouth and Torbay, it is proposed a joint working arrangement is developed to agree a common set of Health and Wellbeing priorities; and review of the implementation of the Long-Term Plan, insofar as it relates to the Devon STP geography in aggregate.