

Members of the committee have been previously briefed on STP updates and the development of an Integrated Care System in Devon. The purpose of this paper is to provide an update on latest developments.

## 1. National Developments

Across the country, since 2017 areas have been progressing the plans for their integrated care systems with support from regulators as part of a national programme of development (so-called Wave 1 and 2 ICSs), sharing their learning and experiences.

Becoming a recognised Integrated Care System means that locally partners and systems are able to work together and with regulators in different ways, taking on more responsibilities for determining how resources are used with more influence and flexibility in the way that these are deployed. NHSE has identified the core capabilities that systems need to be able to demonstrate to be recognised as ICSs which include and working with areas to assess their levels of maturity against these. These capabilities include demonstrating that for the local population, systems partners have effective leadership and relationships; demonstrate ability to deliver good outcomes and performance; strong financial management; and able to redesign care and implement new ways of meeting needs in line with strategic ambitions.

On 10<sup>th</sup> January 2019 The NHS Long Term Plan was published, which sets out national ambitions for the next 10 years. This can be found here <https://www.longtermplan.nhs.uk> and a summary is attached as an appendix to this briefing note. Each system is required to submit its 5-year plan by Autumn 2019.

## 2. STP Updates

Partners in the Devon STP have made good progress on a number of important developments in recent months. The most notable are as follows:

### Creating a new Digital Strategy

Our system Collaborative Board has emphasised that developing electronic records that “feel like one system” is a priority if we are to achieve our goal of functioning as an Integrated Care System.

The STP priorities list being “digitally enabled” as one of the design criteria by which all future service developments must be produced. As such, there has never been a better opportunity for us to use technology and information not just to enable change, but to lead our community in building a modern NHS that delivers higher quality, safer care to the people of Devon.

Our new Digital Strategy sets out the overall direction for IM&T and digital services for health and care within Devon.

### Collaborating on workforce

Devon STP partners have also signed up to a system-wide Workforce Strategy. It sets out five key areas of priority:

- i. **Right person, right skills, right place, right time.** Priorities moving forward include: developing system-wide portfolio careers; undertaking a system approach to international recruitment for nurses and medics; and, alongside a national recruitment campaign for key

workers, a regular cycle of career fairs in Devon.

- ii. **Growing Devon's future workforce.** Priorities moving forward include: further developing 'Proud to Care'; creating a structured system approach to work experience in health and social care; creating a system wide attraction, recruitment and retention strategy; and establishing holistic workforce data for proactive system workforce planning.
- iii. **Effective use of a flexible workforce.** Priorities moving forward include: establishing a single shared Devon temporary workers bank and creating a competitive pay framework; and creating a Devon recruitment bureau with single streamlined business processes to reduce recruitment time.
- iv. **Growing Devon's strategic partnerships with local and national education providers.** Priorities moving forward include: developing close working partnership with Local Enterprise partnerships; building experiential learning through creation of case studies as a mechanism of identifying best practice and enable rapid improvement.
- v. **The health and social care sector is the best place to work in Devon.** Priorities moving forward include: continuing to develop the new Devon system leadership programme, working with the Leadership Academy as pilot site; creating a 'Devon Offer' with consistent Terms and Conditions with flexible benefit packages; and establishing flexible shift working to support 7 day working.  
Partners have also joined forces to support our European staff, as a result of Brexit, and have agreed a new approach to the international recruitment of key staff.

### 3. Developing the Integrated Care System in Devon

Following the report to all three health and wellbeing boards in Devon on the emerging priorities and design and development of our integrated care system in September/ October 2018, we have been progressing work to explore how our ICS should operate to deliver the system plan on a page and most importantly improve outcomes for our population.

We have been supported nationally through participation in the Aspiring ICS programme, which was tailored locally to focus on specific areas of development including: developing population health management approaches to care redesign, financial planning and exploring effective system governance. Part of this developmental work has included exploratory conversations with all three health and wellbeing boards and scrutiny committees in December 2018 about their roles in the emerging ICS.

In Devon, system partners have continually emphasised the importance of democratic accountability in the development of our ICS and the inclusion of wider determinants of health in our plans and aspirations for our populations; an ambition that goes further than the approaches taken in many other parts of the country.

Over the next 6 months we need to:

- i. Develop a local 5-year plan in response to the national NHS Long Term Plan that shows how we will work together across NHS and Local Authorities that shows how we work together to improve outcomes for our population and makes our ambitions and strategy happen. System leaders have agreed that a key priority in Devon will be to address inequalities by ensuring resources are deployed in line with strategic ambitions, population needs and outcomes.

- ii. Design the most effective ways of working together both locally in local communities and places as well as across the wider Devon system, with the right system governance that allows for transparent and responsive decisions and implementation of the plan.
- iii. Engage with stakeholders and local communities in developing our thinking in both what we want to deliver (the plan) and how we will work together (system working) to deliver it.