



**One Devon
Integrated Care Strategy and
Joint Forward Plan
Torbay Health and Wellbeing Board**

The Ask:

- The Health and Wellbeing Board is asked to **review the strategic goals** set out within the Integrated Care Strategy.
- The Guidance states that the draft Joint Forward Plan must be shared with each Health and Wellbeing Board, and they must be consulted on whether the draft takes proper account of the JLHWS. Each Health and Wellbeing Board must respond in writing with their opinion and the final JFP must include a statement of the final opinion of each Health and Wellbeing Board consulted. **The Health and Wellbeing Board is asked to confirm the process for their response.**

12 Devon Challenges

There are 12 key challenges facing Devon, some of which are common across other areas of the country, but others that reflect the unique make up of our county.

1. An ageing and growing population, with increasing long term conditions, co-morbidity and frailty

2. Climate Change

3. Complex patterns of urban and rural deprivation

4. Housing quality and affordability

5. Economic Resilience

6. Access to services including socio-economic and cultural barriers

7. Poor health caused by modifiable behaviours and earlier onset of health problems in more deprived areas

8. Varied education, training and employment opportunities, workforce availability and wellbeing

9. Unpaid care and associated health outcomes

10. Changing patterns of infectious diseases

12. Pressure on services (especially unplanned care)

11. Poor mental health and wellbeing, social isolation and loneliness

Strategic Goals

In response to the 12 Challenges and through ongoing engagement with stakeholders across the Devon System, a set of high level strategic System goals were developed that support the vision of the ICS - ***equal chances for everyone in Devon to lead long, happy and healthy lives*** - and that align to the four aims of an ICS.

The partnership will need to work closely with all sectors, including primary care, carers, VCSE, public health, housing, employers and education to deliver them.

There is also one over-arching strategic goal: **One Devon will strengthen its integrated and collaborative working arrangements to deliver better experience and outcomes for the people of Devon and greater value for money. By 2025 we will have: adopted a single operating model to support the delivery of health and care across Devon and will have achieved thriving ICS status.**

For each goal where appropriate measures exist, a more specific target measure has been appended to the goals, for delivery within a defined timescale. This will allow the Integrated Care Partnership (ICP) to monitor the extent to which the actions put in place to achieve the strategic goals are impacting. The targets are measured from a baseline of 2021/22, unless otherwise detailed against a goal.

Improving Outcomes in population health and healthcare

Every suicide should be regarded as preventable and we will save lives by adopting a zero suicide approach in Devon, transforming system wide suicide prevention and care.

By 2024: each LCP will have a suicide prevention plan.

We will have a safe and sustainable health and care system.

By 2025 we will: deliver all our quality, safety and performance targets within an agreed financial envelope

People (including unpaid carers) in Devon will have the support, skills, knowledge and information they need to be confidently involved as equal partners in all aspects of their health and care.

By 2028 we will: extend personalised care through social prescribing and shared decision making and increased health literacy

Population health and prevention will be everybody's responsibility and inform everything we do. The focus will be on the top five modifiable risk factors for early death early and disability

By 2028 we will have: decreased the gap in healthy life expectancy between the least deprived and most deprived parts of our population by 25% and decreased the under 75 mortality rate from causes considered preventable by 25%

Children and young people (CYP) will have improved mental health and well-being

By 2024/25 we will have: at least 15,500 CYP aged (0-18) accessing NHS-funded services, 100% coverage of 24/7 crisis and urgent care response for CYP and 95% of children and young people with an eating disorder able to access eating disorder services within 1 week for urgent needs and 4 weeks for routine needs

People in Devon will be supported to stay well at home, through preventative, pro-active and personalised care. The focus will be on the five main causes of early death and disability.

By 2025 we will reduce the level of preventable admissions by 95%

Tackling inequalities in outcomes, experience and access

People in Devon will have access to the information and services they need, in a way that works for them, so everyone can be equally healthy and well.

By 2028 we will increase the number of people who can access and use digital technology and improved access to dentists, pharmacy, optometry, primary care

Everyone in Devon will be offered protection from preventable infections.

By 2028 we will have: increased the numbers of children immunised as part of the school immunisation programmes by 10%, increased the uptake of those eligible for Covid and Flu vaccines by 10% and reduced the number of healthcare acquired infections by 10%.

Everyone in Devon who needs end of life care will receive it and be able to die in their preferred place

By 2028 we will have: increased the number of people dying in their preferred place by 25% and those who want it will have advanced care planning in place

The most vulnerable people in Devon will have accessible, suitable, warm and dry housing

By 2028 we will have: decreased the % of households that experience fuel poverty by 2% and reduced the number of admissions following an accidental fall by 20%

In partnership with Devon's diverse people and communities, Equality, Diversity and Inclusion will be everyone's responsibility so that diverse populations have equity in outcomes, access and experience.

By 2026 Devon's workforce across the multiple organisations will be supported, empowered and skilled to deliver fully inclusive services for everyone, and Devon will be a welcoming and inclusive place to live and work where diversity is valued and celebrated;

By 2027 Devon's workforce will be representative of local populations; and

By 2028 our estates, information and services will be fully inclusive of the needs of all our populations

Enhancing productivity and value for money

People in Devon will know how to access the right service first time and navigate the services they need across health and care, improving personal experience and service productivity and efficiency.

By 2026 patients will report significantly improved experience when navigating services across Devon.

We will make the best use of our funds by maximising economies of scale and increasing cost effectiveness.

By 2028 we will have: a unified approach to procuring goods, services and systems across sectors and pooled budget arrangements

People in Devon will only have to tell their story once and clinicians will have access to the information they need when they need it, through a shared digital system across health and care.

By 2028 we will have: provided a unified and standardised Digital Infrastructure

We will have enough people with the right skills to deliver excellent health and care in Devon, deployed in an affordable way.

By 2028 we will have: vacancies amongst the lowest in England in the health and social care sector

Helping the NHS support broader social and economic development

People in Devon will be provided with greater support to access and stay in employment and develop their careers.

By 2028 we will have:

- *Reduced the gap between those with a physical or mental long term condition (aged 16-64) and those who are in receipt of long term support for a learning disability (aged 18-69) and the overall employment rate by 5%;*
- *Decreased the number of 16-17 year olds not in education, employment or training (NEET) by 25%;*
- *Increased the number of organisations with Gold award status for the Defence Employer Recognition scheme.*

Children and young people will be able to make good future progress through school and life.

By 2027 we will have: increased the number of children achieving a good level of development at Early Years Foundation Stage (school readiness) as a % of all children by 3% and 60% of Education, Health and Care Plans (EHCPs) will be completed within 20 weeks.

We will create a greener and more environmentally sustainable health and care system in Devon, that tackles climate change, supports healthier living (including promoting physical activity and active travel).

By 2028 we will: be on-track to successfully deliver agreed targets for all Local Authorities in Devon being carbon neutral by 2030 and the NHS being carbon neutral by 2040

Local communities and community groups in Devon will be empowered and supported to be more resilient, recognising them as equal partners in supporting the health and wellbeing of local people

By 2024: Local Care Partnerships will have co-produced with local communities and community groups in their area, a plan to empower and support groups to be more resilient.

Local and county-wide businesses, education providers and the VCSE will be supported to develop economically and sustainably

By 2028 we will have; directed our collective buying power to invest in and build for the longer term in local communities and businesses

Guidance - preparation of 5 Year Joint Forward Plan (summary)

- **JFP principles:**
 1. Fully aligned with the wider system partnership's ambitions;
 2. Supporting subsidiarity by building on existing local strategies and plans as well as reflecting the universal NHS commitments;
 3. Delivery focused, including specific objectives, trajectories and milestones as appropriate.
- JFP to be prepared by **ICBs and partner trusts with system partners**.
- ICBs and partner trusts have a duty to prepare a first JFP before **1 April 2023**, but the date for publishing and sharing with NHS England, ICPs and H&WBs is **30 June 2023**.
- ICBs must **consult with those for whom the ICB has core responsibility** (people who are registered with a GP practice associated with the ICB, or unregistered patients who usually reside in the ICB's area), **with HWBs** and with anyone else the ICB considers appropriate.
- JFP should describe how the ICB and partner trusts intend to arrange and/or provide NHS services to **meet their population's physical and mental health needs**.
- Systems are encouraged to use the JFP to develop a **shared delivery plan** for the Integrated Care Strategy and JLHWSs, that is supported by the whole system.
- ICBs and trusts will continue to **separately submit operational and financial information** as part of the national planning process.

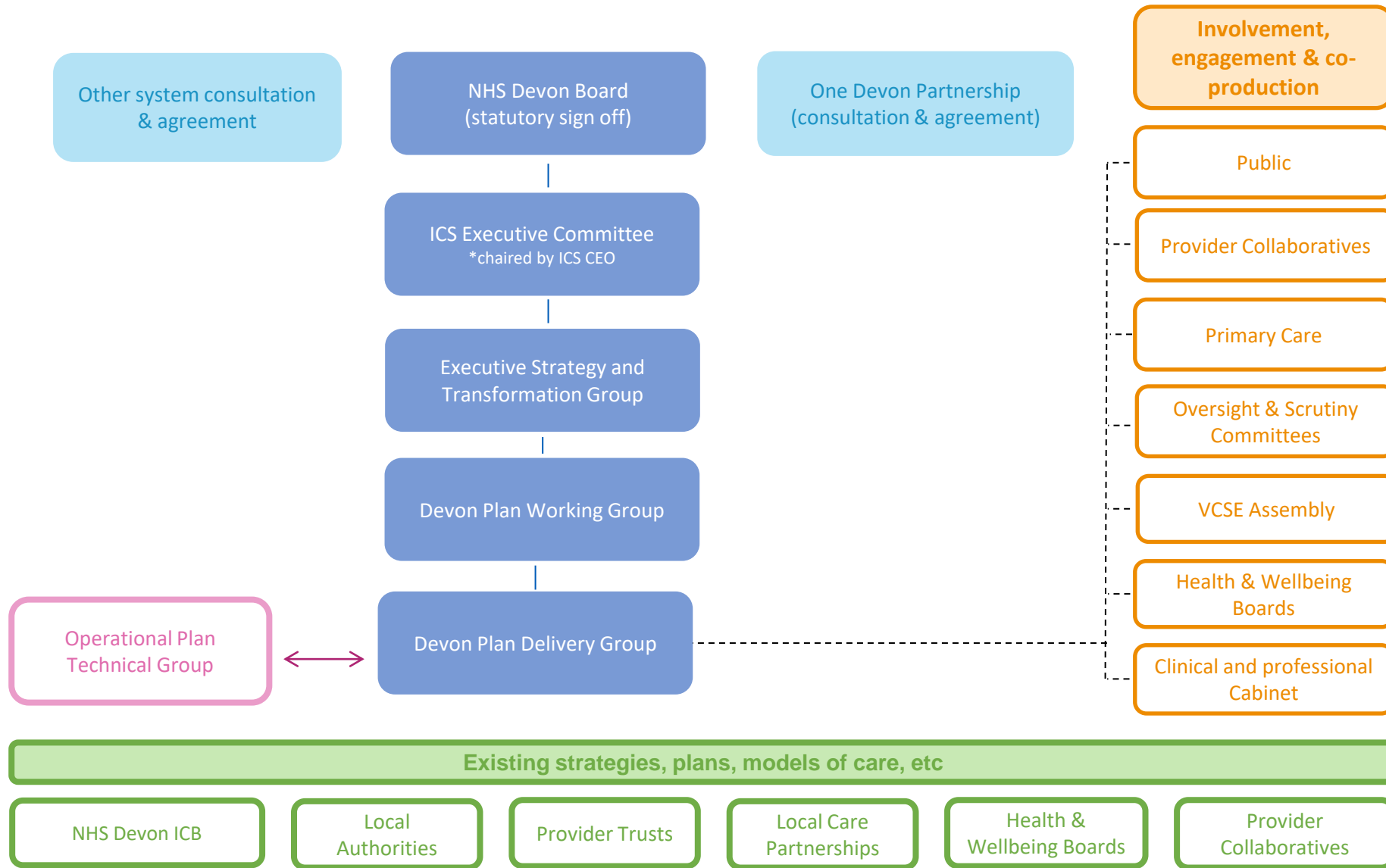
High Level Timeline

Activity	Deadline	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	24/25	25/26	26/27	27/28
Guidance published	23 /12/ 23	█																			
Agree scope, structure and format of JFP	31 /01/ 23		█																		
Agree governance and sign off process	31 /01/ 23		█																		
Produce engagement plan	31 /01/ 23		█																		
Confirm leads for pillars, priorities and enabling work streams	31 /01/ 23		█																		
Stocktake and gap analysis for each pillar, priority and enabler, of current plans against strategic goals and national commitments	31 /01/ 23		█																		
Identify key questions for public engagement	31 /01/ 23		█																		
Co-production of JFP content with partners	28 /02/ 23			█																	
Confirm Devon Outcomes Framework	28 /02/ 23			█																	
Change Leaders Event	23/03/23			█	█																
Joint Health and Wellbeing Board event	23/03/23				█																
Draft JFP to stakeholders	31 /03/ 23				█																
Further engagement on draft JFP, including HWBs	Apr/May					█	█														
Finalise content of Devon Plan documents	31 /05/ 23						█														
HWB opinions finalised	31 /05/ 23						█														
Sign Off by One Devon Partnership	01/06/23						█														
Formatting and production of accessible versions	30 /06/ 23						█	█													
Sign off on the complete Devon Plan	30 /06/ 23							█													
Devon Plan Published	30 /06/ 23							█													
Implementation and monitoring of delivery									█	█	█	█	█	█	█	█	█	█	█	█	█

Involving system partners

- February - **Subject leads collaborating with partners:** to collate relevant content
 - Ongoing - **Devon Plan Working Group:** to inform the JFP process and content
 - Ongoing - **Discussion at system meets** (JT and AW attending a range of system meetings) to update partners and open dialogue
 - 10-17 March - **System partners feedback tool:** to enable cross system input into content to inform and strengthen the draft JFP
 - 23 March - **Change Leaders Event:** to enable system VSL to check, challenge and inform the draft JFP, increasing ownership
 - 23 March - **H&WB Boards Event:** to enable political representatives to feed into the plan and gain support for the direction of travel
 - TBC May - **Joint OSC masterclass** (led by NHS D team): to socialise the plan, provide an opportunity for members to feed-in and strengthen understanding
- LCP led local partner discussions**

JFP Governance

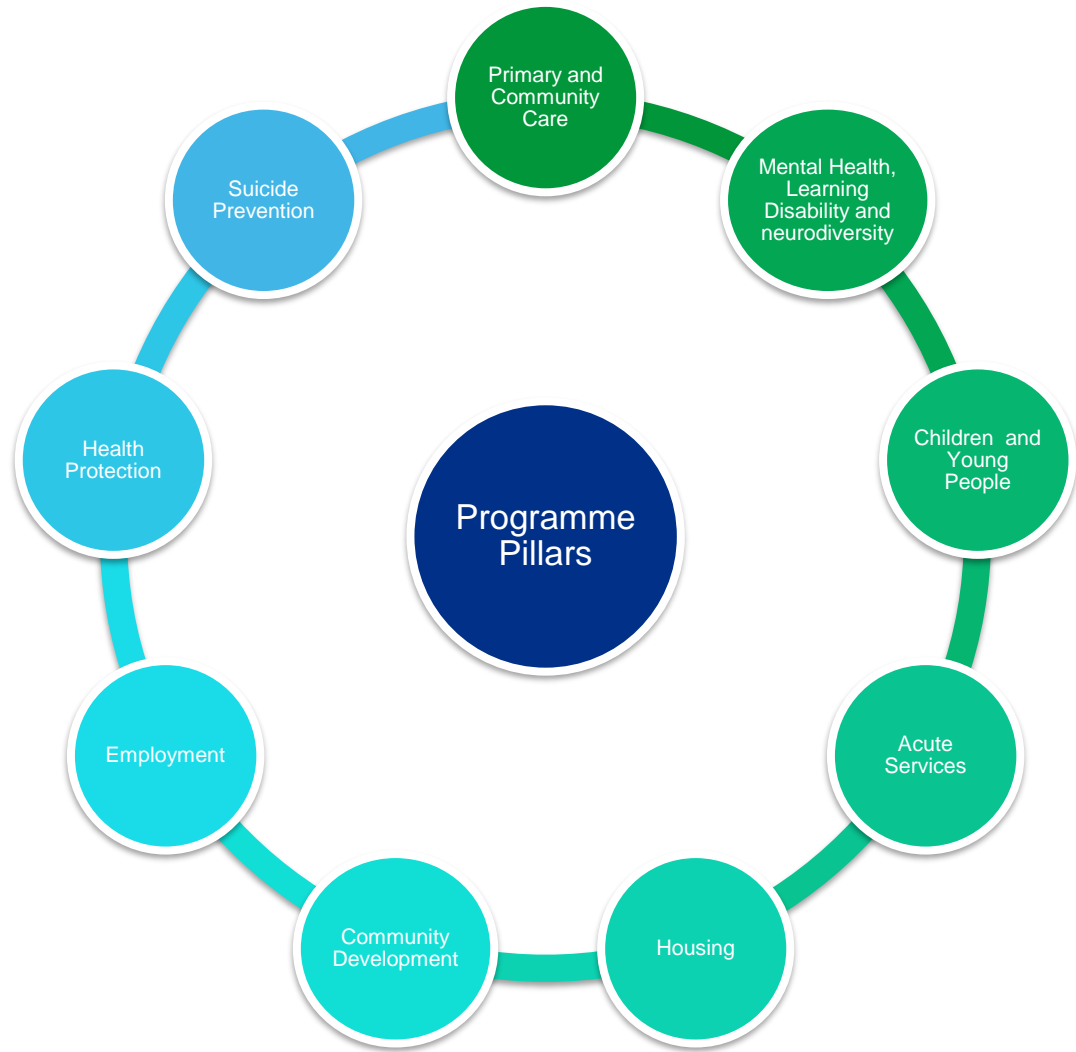


Notes:

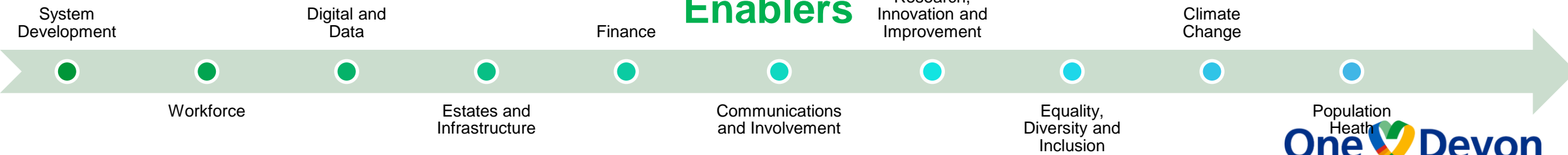
The Delivery Group and Operational Plan Technical Group have some shared membership to ensure alignment

The NHS Devon Board has statutory responsibility to sign off the JFP prior to publication on 30 June 2023

Devon's Joint Forward Plan Pillars



Enablers



Proposed structure of the Joint 5-year Forward Plan

Joint 5-year Forward Plan purpose: A plan proposing how the ICB is going to exercise their functions, including proposals for health services, and action on the ICB's general duties and financial duties.

1. Executive summary	2. What is the Joint 5-year Forward Plan	3. Ambitions for health services	4. Priorities	5. Delivering a sustainable NHS in Devon	6. Enablers	7. Further development of the Joint Forward Plan
1. Summary of priorities and enablers	<ol style="list-style-type: none"> National context/guidance (include SOF4) Health Response to ICS Other plans in the system response to ICS Purpose of the 5-year Joint Forward Plan Who is involved? Role of NHS Devon within the ICS What has fed into this 5-year Joint Forward Plan? 	<ol style="list-style-type: none"> Exec summary from strategy Principles – the way we do things together in Devon Highlight 12 challenges Strategic goals Which ones would NHS have a lead role 	<ol style="list-style-type: none"> Transformation Roadmap What are NHS Devon's priorities – ICB strategic objectives NHS Priorities - 4 pillars Wider system priorities – 5 pillars Timeline for delivering priorities – high level milestones Year one detail (operating plan narrative) How we will measure delivery 	<ol style="list-style-type: none"> Devon Operating Model LCP accountability framework Getting the system in balance - £, performance, workforce Role of the NHS in wider sustainability How is the ICB going to exercise their functions? 	<ol style="list-style-type: none"> Address 9 areas referenced in Conditions for Success section of Integrated Care Strategy from an NHS health services specific angle: <ul style="list-style-type: none"> System Development Workforce Digital transformation Estates Finance Communications Research and innovation Data and information sharing 	<ol style="list-style-type: none"> Opinions of 3 HWBs and future work Future engagement and contact details Future iterations Outcomes Framework development Delivery plan – governance framework

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