



You can view the agenda at <https://www.devon.gov.uk/democracy/>
or use a smart phone camera and scan the code above.

To: The Chair and Members of the
Health and Adult Care Scrutiny
Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

(See below)

Your ref :
Our ref :

Date : 4 March 2020
Please ask for : Gerry Rufolo 01392 382299

Email: gerry.rufolo@devon.gov.uk

HEALTH AND ADULT CARE SCRUTINY COMMITTEE

Thursday, 12th March, 2020

A meeting of the Health and Adult Care Scrutiny Committee is to be held on the above date at 2.15 pm at Committee Suite - County Hall to consider the following matters.

P NORREY
Chief Executive

A G E N D A

7 Development of a Devon Long Term Plan: Presentation (Pages 1 - 22)

2.55 pm

Report of the Devon Sustainability and Transformation Partnership, Chief Executive,
Further information attached

Members are reminded that Part II Reports contain confidential information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Democratic Services Officer at the conclusion of the meeting for disposal.

Membership

Councillors S Randall-Johnson (Chair), H Ackland (Vice-Chair), M Asvachin, J Berry, P Crabb, R Peart, S Russell, P Sanders, A Saywell, M Shaw, R Scott, J Trail, P Twiss, N Way, C Wright and J Yabsley

Declaration of Interests

Members are reminded that they must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

Access to Information

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Gerry Rufolo 01392 382299.

Agenda and minutes of the Committee are published on the Council's Website and can also be accessed via the Modern.Gov app, available from the usual stores.

Webcasting, Recording or Reporting of Meetings and Proceedings

The proceedings of this meeting may be recorded for broadcasting live on the internet via the 'Democracy Centre' on the County Council's website. The whole of the meeting may be broadcast apart from any confidential items which may need to be considered in the absence of the press and public. For more information go to: <http://www.devoncc.public-i.tv/core/>

In addition, anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chair. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting. An open, publicly available Wi-Fi network (i.e. DCC) is normally available for meetings held in the Committee Suite at County Hall. For information on Wi-Fi availability at other locations, please contact the Officer identified above.

Public Participation

Devon's residents may attend and speak at any meeting of a County Council Scrutiny Committee when it is reviewing any specific matter or examining the provision of services or facilities as listed on the agenda for that meeting.

Scrutiny Committees set aside 15 minutes at the beginning of each meeting to allow anyone who has registered to speak on any such item. Speakers are normally allowed 3 minutes each.

Anyone wishing to speak is requested to register in writing to the Clerk of the Committee (details above) by the deadline, outlined in the Council's [Public Participation Scheme](#), indicating which item they wish to speak on and giving a brief outline of the issues/ points they wish to make. The representation and the name of the person making the representation will be recorded in the minutes.

Alternatively, any Member of the public may at any time submit their views on any matter to be considered by a Scrutiny Committee at a meeting or included in its work Programme direct to the Chair or Members of that Committee or via the Democratic Services & Scrutiny Secretariat (committee@devon.gov.uk). Members of the public may also suggest topics (see: <https://new.devon.gov.uk/democracy/committee-meetings/scrutiny-committees/scrutiny-work-programme/>)

All Scrutiny Committee agenda are published at least seven days before the meeting on the Council's website.

Emergencies

In the event of the fire alarm sounding leave the building immediately by the nearest available exit, following the fire exit signs. If doors fail to unlock press the Green break glass next to the door. Do not stop to collect personal belongings, do not use the lifts, do not re-enter the building until told to do so.

Mobile Phones

Please switch off all mobile phones before entering the Committee Room or Council Chamber

If you need a copy of this Agenda and/or a Report in another format (e.g. large print, audio tape, Braille or other languages), please contact the Customer Service Centre on 0345 155 1015 or email: committee@devon.gov.uk or write to the Democratic and Scrutiny Secretariat in G31, County Hall, Exeter, EX2 4QD.



Induction loop system available

Terms of Reference

(1) To review the implementation of existing policies and to consider the scope for new policies for all aspects of the discharge of the Council's functions concerning the provision of personal services for adults including social care, safeguarding and special needs services and relating to the health and wellbeing of the people of Devon, including the activities of the Health & Wellbeing Board, and the development of commissioning strategies, strategic needs assessments and, generally, to discharge its functions in the scrutiny of any matter relating to the planning, provision and operation of the health service in Devon;

(2) To assess the effectiveness of decisions of the Cabinet in these areas of the Council's statutory activity;

(3) To relate scrutiny to the achievement of the Council's strategic priorities and to its objectives of promoting sustainable development and of delivering best value in all its activities;

(4) To make reports and recommendations as appropriate arising from this scrutiny to the County Council and to the Secretary of State for Health, in accordance with the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

NOTES FOR VISITORS

All visitors to County Hall, including visitors to the Committee Suite and the Coaver Club conference and meeting rooms are requested to report to Main Reception on arrival. If visitors have any specific requirements or needs they should contact County Hall reception on 01392 382504 beforehand. Further information about how to get here can be found at: <https://new.devon.gov.uk/help/visiting-county-hall/>. Please note that visitor car parking on campus is limited and space cannot be guaranteed. Where possible, we encourage visitors to travel to County Hall by other means.

SatNav – Postcode EX2 4QD

Walking and Cycling Facilities

County Hall is a pleasant twenty minute walk from Exeter City Centre. Exeter is also one of six National Cycle demonstration towns and has an excellent network of dedicated cycle routes – a map can be found at: <https://new.devon.gov.uk/travel/cycle/>. Cycle stands are outside County Hall Main Reception and Lucombe House

Access to County Hall and Public Transport Links

Bus Services K, J, T and S operate from the High Street to County Hall (Topsham Road). To return to the High Street use Services K, J, T and R. Local Services to and from Dawlish, Teignmouth, Newton Abbot, Exmouth, Plymouth and Torbay all stop in Barrack Road which is a 5 minute walk from County Hall. Park and Ride Services operate from Sowton, Marsh Barton and Honiton Road with bus services direct to the High Street.

The nearest mainline railway stations are Exeter Central (5 minutes from the High Street) and St David's and St Thomas's both of which have regular bus services to the High Street. Bus Service H (which runs from St David's Station to the High Street) continues and stops in Wonford Road (at the top of Matford Lane shown on the map) a 2/3 minute walk from County Hall, en route to the RD&E Hospital (approximately a 10 minutes walk from County Hall, through Gras Lawn on Barrack Road).

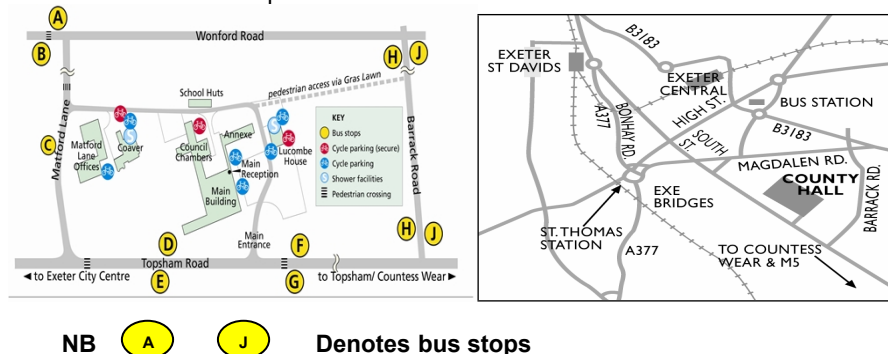
Car Sharing

Carsharing allows people to benefit from the convenience of the car, whilst alleviating the associated problems of congestion and pollution. For more information see: <https://liftshare.com/uk/community/devon>.

Car Parking and Security

There is a pay and display car park, exclusively for the use of visitors, entered via Topsham Road. Current charges are: Up to 30 minutes – free; 1 hour - £1.10; 2 hours - £2.20; 4 hours - £4.40; 8 hours - £7. Please note that County Hall reception staff are not able to provide change for the parking meters.

As indicated above, parking cannot be guaranteed and visitors should allow themselves enough time to find alternative parking if necessary. Public car parking can be found at the Cathedral Quay or Magdalen Road Car Parks (approx. 20 minutes walk). There are two disabled parking bays within the visitor car park. Additional disabled parking bays are available in the staff car park. These can be accessed via the intercom at the entrance barrier to the staff car park.



Fire/Emergency Instructions

In the event of a fire or other emergency please note the following instructions. If you discover a fire, immediately inform the nearest member of staff and/or operate the nearest fire alarm. On hearing a fire alarm leave the building by the nearest available exit. The County Hall Stewardesses will help direct you. Do not stop to collect personal belongings and do not use the lifts. Assemble either on the cobbled car parking area adjacent to the administrative buildings or in the car park behind Bellair, as shown on the site map above. Please remain at the assembly point until you receive further instructions. Do not re-enter the building without being told to do so.

First Aid

Contact Main Reception (extension 2504) for a trained first aider.



Health and care working in partnership with local communities
in Plymouth, Torbay and the rest of the county

Long Term Plan Update

Philippa Slinger, Chief Executive – Together for Devon
Phil Norrey, Chief Executive – Devon County Council



- “Together for Devon” is a partnership of health and social care organisations working together with local communities across Devon, Plymouth and Torbay to improve people’s health, wellbeing and care
- This is part of a new arrangement – an Integrated Care System (ICS) – which is how we will work from March 2020
- “Together for Devon” reflects the commitments made in the NHS Long Term Plan and forms the foundation stone of the service and system change in the future
- In Devon, we are already working together, and we have succeeded in breaking down some barriers. But this is just the beginning; we have not yet fundamentally changed the way we deliver services to properly meet people’s needs



Who is involved?

Delivering a plan that meets the needs of the populations across Devon requires the partnership of health and care organisations across Devon.

- NHS Devon CCG
- University Hospitals Plymouth NHS Trust
- Royal Devon and Exeter NHS Foundation Trust
- Northern Devon Healthcare NHS Trust
- Torbay and South Devon NHS Foundation Trust
- South Western Ambulance Service NHS Foundation Trust
- Devon Partnership NHS Trust
- Approximately 124 GP practices
- Devon County Council
- Plymouth City Council
- Torbay Council
- Devon Doctors
- Healthwatch
- NHS England
- Livewell Southwest
- We also work closely with a range of organisations, groups and people including:
 - Local people and community groups
 - Local pharmacies
 - South West Academic Health Science Network
 - Voluntary, community and social enterprise sector
 - Housing associations
 - Independent sector

Challenges in Devon

- 300 people routinely wait more than a year for treatment when they shouldn't be waiting any more than 18 weeks.
- 12 times as many people waiting over six weeks for key diagnostic tests than should be
- Eight out of 10 of our hospital beds are used for emergency purposes. If we don't change the way we use our hospital beds – the number available for planned, low-risk treatment and operations will soon be zero
- Our population will grow by 33,000 in next 5 years and by 2030 there will be 36.5% more people over 75 years compared to today
- 25% children in Devon are overweight or obese, this rises to 33% by time they leave primary school

Long Term Plan

- National Long Term was published in January 2019
- Devon's Local version will be called "Better for you, better for Devon" – Our local version of the Long Term Plan due to be published in **June 2020**
- The plan sets the agenda for working together over the next five years
- Based on feedback from a significant engagement programme
- Identifies key challenges which we need to address to improve care for our residents
 - Financial
 - Performance
 - Workforce
 - Significant drivers of demand
- Clear priorities with structured programme management
- Deliver as a system through our developing ICS

What we must address in the Plan

- Show how we will support more people in their home and community and avoid urgent admissions to hospital
- Integrated health and care services to support the increasing number of people with complex long term health conditions including mental health support
- Set out a systematic approach to addressing health inequalities in each locality and neighbourhood
- Address the challenges of increasing demand on the utilisation of hospital beds especially in the Western system
- Plan changes to health and care system arrangements to improve performance and reduce unwarranted variation in service delivery
- Demonstrate tax payers money is used to maximum effect and explain how NHS resources will be allocated to meet the needs of people in Devon
- Identify opportunities for savings and cost reduction to improve productivity and efficiency and live within our means
- Lay the foundations for a workforce which can deliver the best possible services, adapt to changing demand, technological advances and new models of health and care

Core deliverables of the Plan

- Transform out of hospital care and integrate community services,
- Support PCN working with community services and other providers to move towards anticipatory care
- Set consistent minimum requirements for this community based care to reduce pressure on emergency hospital services
- Give people more control over their own health and more personalised care (an assets strength based approach at scale)
- Deliver digitally enabled Primary Care and Outpatient Care at scale
- Improve cancer outcomes
- Improve mental health services through ringfenced investment fund
- Shorter Waits for planned care, through protected capacity
- Reduce outpatients appointments by 30%
- Address unwarranted clinical variation and health inequalities
- Make Devon Health and Care sector the best place to work

Our ambitions and priorities

Strategic Ambitions



Transforming care programmes



Service-specific programmes



Cross-cutting enabling programmes

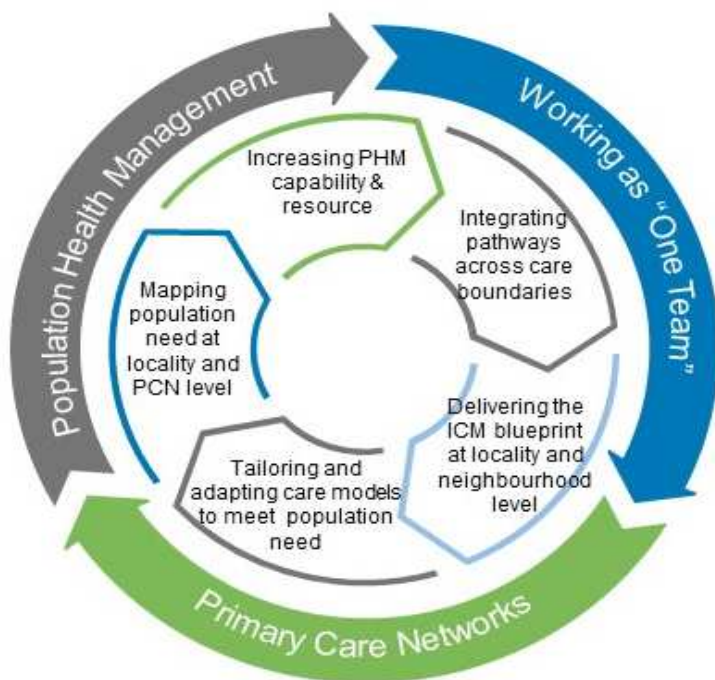


Establishing a Devon integrated care system (ICS)

Six Key Ambitions

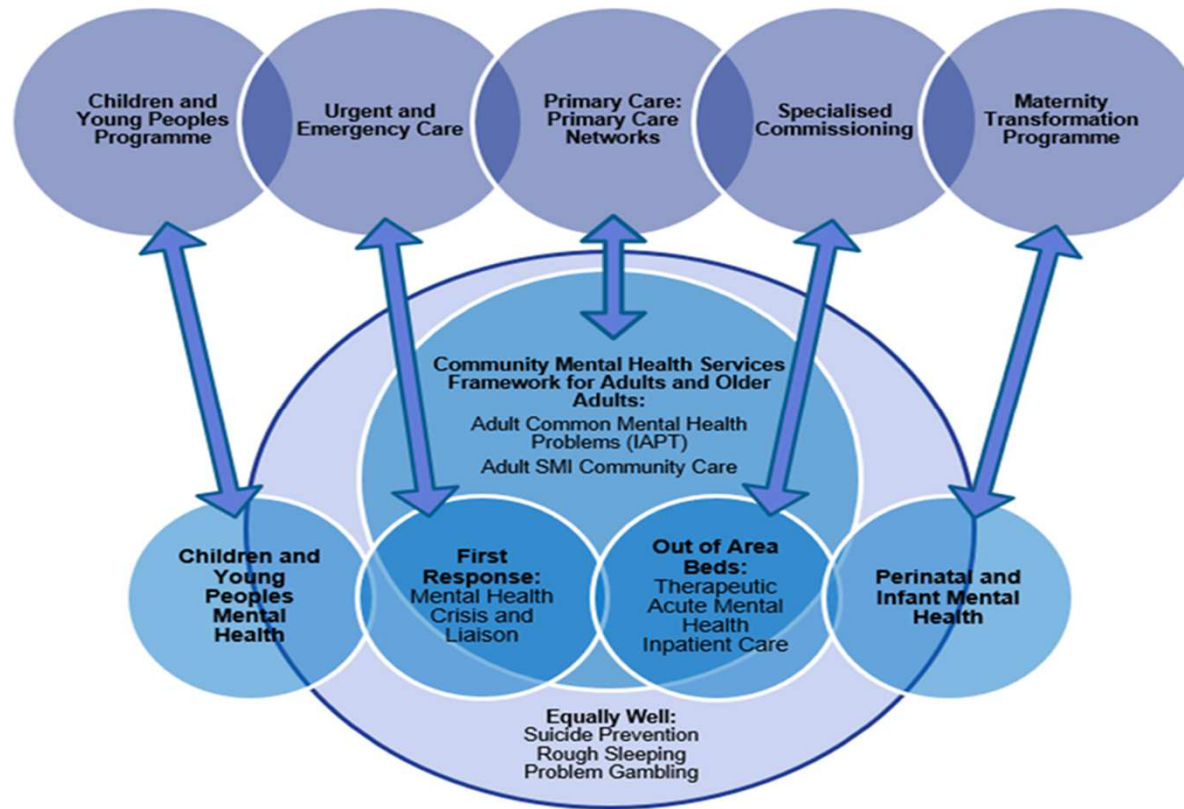
- **Devon-wide Deal** - nurturing a shared responsibility, between citizens and services, to health and care which reduces variations in outcomes, gaps in life expectancy and health inequalities across Devon.
- **Effective and Efficient care** - reducing waste, tackling unwarranted clinical variation and improving productivity everywhere so that Devon taxpayer's money is used to achieve best value for the population.
- **Integrated Care Model** - enhancing primary care, community, social care and voluntary & community services to provide more care and support out of hospital care.
- **Equally Well** - working together to tackle the inequalities in the physical health of people with mental illness, learning disabilities and/or autism
- **Children and Young people** - investing more in children and young people to have the best start in life, be ready for school, be physically and emotionally well and develop resilience throughout childhood and on into adulthood
- **Digital Devon** - Investing to modernise services using digital technology

Integrated Care Model

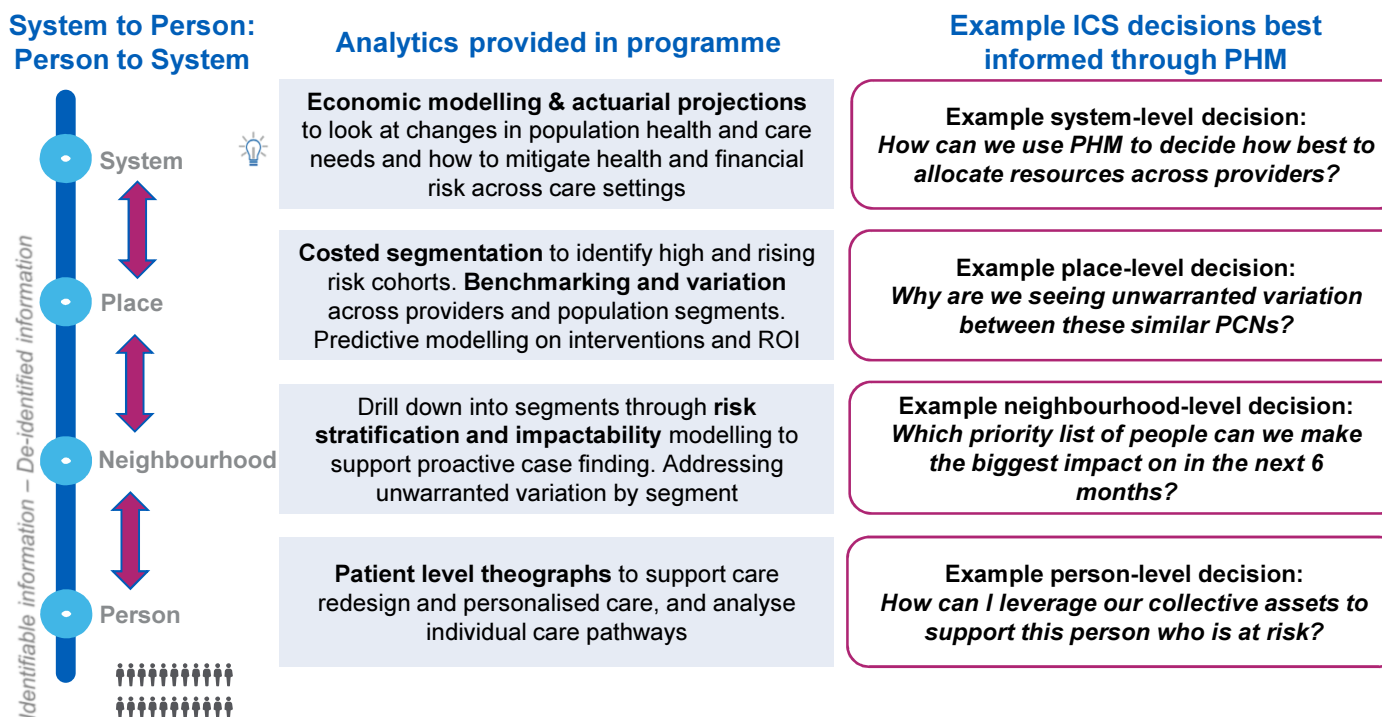


1. **Population Health Management** capability to be embedded at neighbourhood and place which enables the delivery of proactive care
2. **Systematic delivery of a cultural framework** that supports a 'One Team' model that is agile and adaptable to population need. The team have strong collective ownership for aligning to the needs of their local community resulting in blurred organisational boundaries between primary, community and mental health.
3. **Maturing Primary Care Networks** delivering integrated care to meet population needs operating consistently as an integral part of One Team at neighbourhood level and as part of integrated pathways of care with hospital services at place.

Mental Health Transformation Programme



Population Health Management



Children and Young Peoples Plan

Plymouth City Council

- Raise aspirations
- Deliver prevention and early help
- Deliver an integrated education, health and care offer
- Keep our children and young people safe

Devon County Council

- Protecting children from harm
- Keeping children safe
- Health and wellbeing
- Life chances

Torbay Council

- Children get the best start in life
- The impact of children and families from domestic abuse, alcohol and substance misuse and all forms of child exploitation is reduced
- Education outcomes for all CYP are improved
- Young people are healthy, make positive choices and influence their own future

Common themes – Local Authority plans:

- Healthy, happy lives
- Prevention and protection from harm/keeping safe
- Aspiration and life chances/choices
- Early, integrated help and support for good outcomes

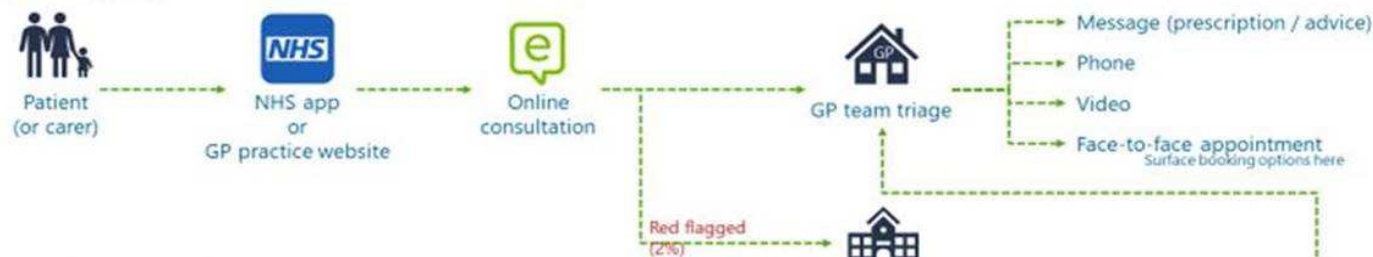
Digital Programme Priorities

- **Digital citizen**
 - Adopting a digital first approach, allowing citizens to play an active role in their health and care through online services
- **Feels like one system**
 - Projects to share primary care information, integrate Enhanced Patient Records and connect to regional resources.
- **Technology Together**
 - Making the best use of our resources, enabling staff to work freely across boundaries, reducing duplication of knowledge and cost, speeding up the rate at which innovation and best practice can be deployed.
- **Harnessing information**
 - Bringing together information to inform system priorities and service planning.

Digital front door overview

Digital front door – overview

Scheduled



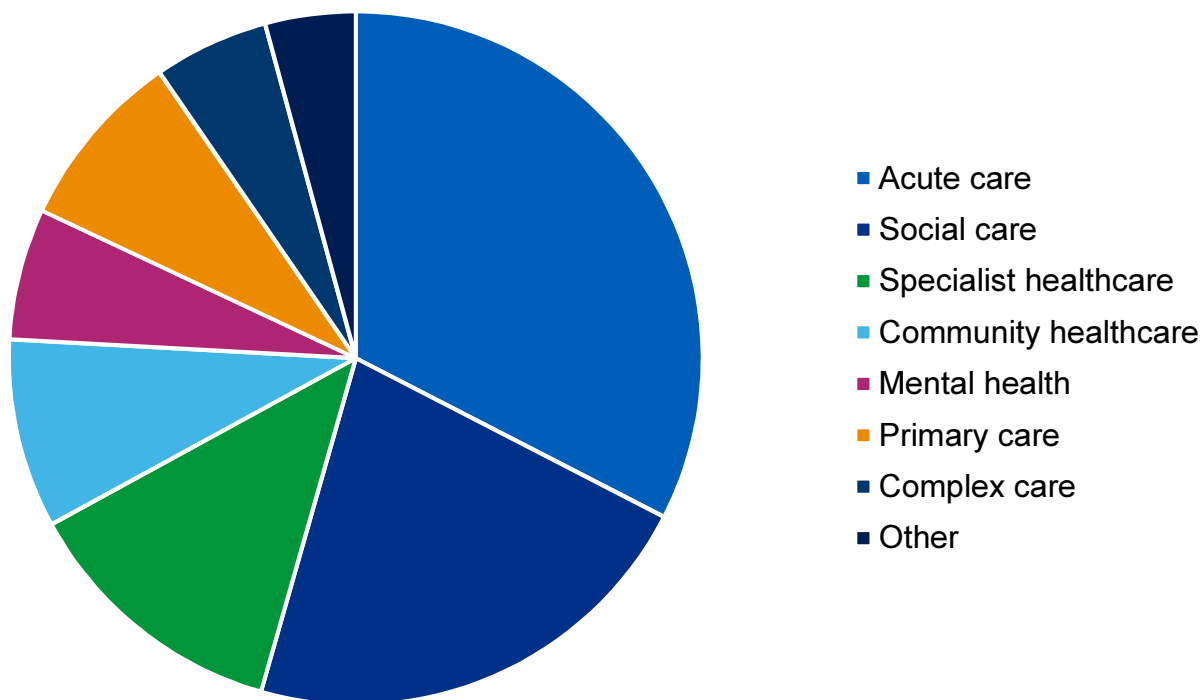
Unscheduled



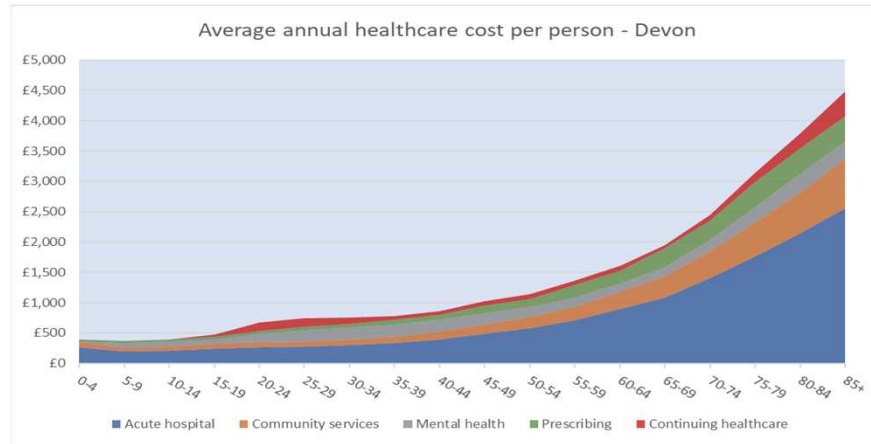
How we allocate our resources

Proportion of health and care spend in Devon

Total annual budget
£2.6 billion



How we allocate our resources



The graph on the right shows how the average cost per person changes when combined with the demographic changes

The cumulative financial impact for people aged under 70 is negligible but nearly £95m when the over 70s are included. The largest growth will be in general & acute services of 6.25% over the next 5 years but only 3.72% for mental health.

This graph shows the average annual cost across all healthcare services in Devon. The average person aged 85+ will cost around £4,500 per year which is approximately x10 higher than the average child aged under 10.

The total cost in 2018/19 across Devon was £1.6b



Finance

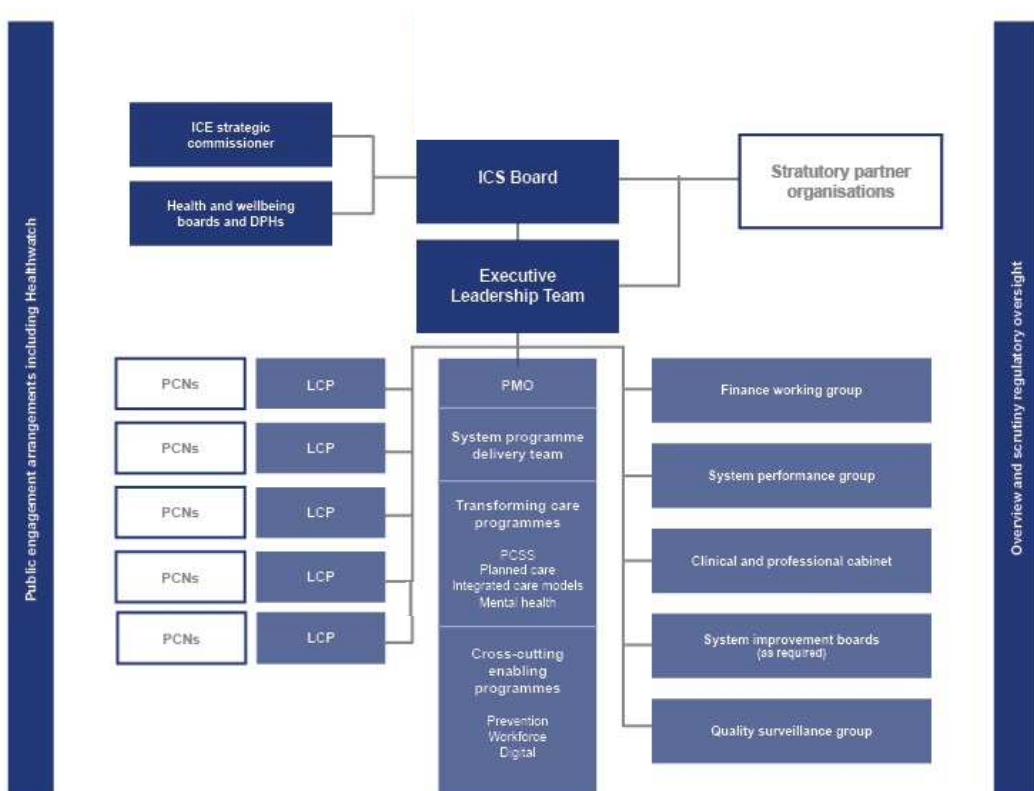
- Devon has a long history of financial challenge as a system. Improvements were made under the success regime, and recently the collective financial position has been supported by non-recurrent funding.
- Across the system organisations are working in collaboration with others to deliver the changes required to deliver financial sustainability
- In Devon, health and care system leaders have agreed that they will:
 - aim to live within their means
 - develop a **Devon system** response to the financial challenges
 - develop payment and risk share models that support a system response
- In line with saving made in previous years or the system to break even by 2023/24 recurrent savings of between £99m and £108m are required **every year**

Integrated Care System

Our new ICS will offer real benefits, in particular:

- Setting strategic objectives and outcomes to improve the health and wellbeing of the Devon population
- Determining the allocation of resources to “places” through Local Care Partnerships
- Ensuring that health inequalities are addressed across Devon
- Seeking to influence the application of resources from areas outside health and social care that have a direct impact of the health and well-being of the population (such as housing, employment and education)
- Supporting the spread and adoption of best practice
- Assuring delivery of expected improvements in outcomes, within our resources and to agreed performance, quality and regulatory standards
- Ensuring active and effective stakeholder engagement and public participation at system level

How we will work



Working differently

- In future if patients need planned care, like a hip operation, they may travel a bit further to a specialist centre in Devon
- We are considering the creation of a major diagnostic centre in Devon.
- We will widen access to online GP consultations and invest in new computer systems that can be used by all health and care professionals
- New technology will support people to maintain their health and live independently in their own homes by using home monitoring equipment



Your Questions