

A LONG TERM PLAN FOR DEVON

Report of the Joint Associate Director of Commissioning (Devon County Council and NHS Devon CCG) and Deputy Director of Strategy (NHS Devon CCG)

Recommendation: That the Committee notes 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 before the engagement starts.

1. Purpose

- 1.1 In March 2019, Members of the Committee discussed the approach to developing a wider Devon system plan in response to the NHS long-term plan.
- 1.2 This paper provides a response to part (a) of the Committee's resolution in March 2019 which required:

- a) That Officers prepare a written description of the process and timescale for producing the long-term plan for the Committee to come to a view as to the robustness of the process to include the following elements:
- (i) a description of the overall process and timescale
 - (ii) a description of the plans for engagement at Locality, District, County and STP wide levels
 - (iii) the executive arrangements for progressing the development of the plan including the role and function of the Health and Wellbeing Board
 - (iv) a matrix or description of which issues might be best considered at which level; and
 - (v) intentions in terms of the likely methods and material used to support engagement

- 1.3 It also proposes an approach and timing in relation to part (b) of the committee's resolution in respect of sharing a draft of the plan.
- 1.4 As previously discussed, Devon County Council Members are key partners in shaping and delivering Devon's system plan. The broadened scope of this NHS Long Term Plan, particularly in seeking to strengthen action on prevention and inequalities, provides real opportunities for Member contribution. 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.

2. A description of the overall process and timescale [Resolution (a) (i)]

2.1 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

2.2 Each system (current Sustainability and Transformation Partnership area) is expected to develop its plan by autumn 2019. National planning guidance is expected to be published soon setting out the framework and timescales for development and submission of local system plans. Therefore, the following sections are indicative at this stage.

2.3 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.

2.4 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 th July*
	August 2019	Continuation of engagement and development of information for Devon Long-Term Plan
	September 2019	Completion of focus engagement on 5 th Sept. then review, followed by checking/testing
	October 2019	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

*Engagement in the Devon Long Term Plan will be fully aligned with Devon Health and Wellbeing Strategy consultation.

2.5 The development of the Long-Term Plan timeline is closely aligned with the development of Devon's Joint Health and Wellbeing Strategy (JHWS) and associated work to agree common Health and Wellbeing themes and priorities with Plymouth and Torbay. The JHWS is a key document that evidences population need and is a building block of our Long-Term Plan. This incorporates population health and wellbeing priorities into the plan from the start.

2.6 The overall process is effectively broken down into the following phases:

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.

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

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.

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. It is expected that the national Long-Term Plan framework will set out foundation NHS priority areas to be addressed in plans in the next two years, which indicatively are:

- Person-centred care
- Primary care networks
- Reducing pressure on urgent and emergency services
- Mental health
- Cancer
- Elective/planned care waiting times
- Integrated Care System development (ICSs)
- Workforce and digital

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 and development of a supporting implementation framework the end of 2019.

3. A description of the plans for engagement at Locality, District, County and STP wide levels [Resolution (a) (ii)]

3.1 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.

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

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.

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

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.

3.2 The engagement is planned to take a two-Tier approach.

Tier 1 – Strategic engagement (Devon-wide)

3.3 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: 1. Digital 2. Workforce 3. 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

Tier 2 Locality

- 3.4 Engagement will also be planned in the Northern, Eastern, Southern and Western Localities.
- 3.5 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.

4. The executive arrangements for progressing the development of the plan including the role and function of the Health and Wellbeing Board [Resolution (a) (iii)]

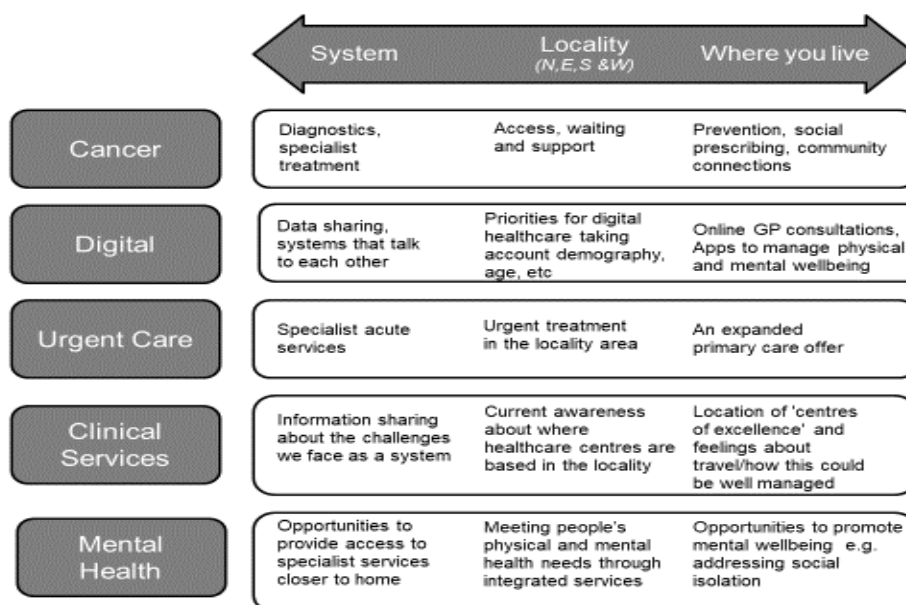
- 4.1 In Devon, the Long-Term Plan development is being led through the Devon Sustainability and Transformation Partnership which is chaired by Dame Suzi Leather, with Phil Norrey in the role of interim Chief Executive. Each constituent NHS and Local Authority organisation¹ will be key partners in both the development and delivery of the Long-Term Plan.
- 4.2 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.
- 4.3 Health/health and care Scrutiny Committees' will continue to be engaged throughout the process in the context of their role in matters relating to the commissioning, planning, provision and operation of health services, and the scrutiny of public health and social care, to review the engagement and emerging plans in this important context.
- 4.4 In accordance with the national guidance, Devon's Long-Term Plan will be subject to a review and assurance process led by NHS England/Improvement to ensure that the local Long-Term Plan meets the necessary national requirements and expectations before the final Long-Term Plan is signed off and published at the end of 2019.
- 4.5 In relation to this timeframe, it is proposed that Devon Health and Adult Care Scrutiny Committee considers this item on the following dates:
- **18th June 2019**
Report of progress and engagement process, timelines and levels as for Scrutiny March 2019 Resolution (1), including how the themes raised in recent engagement are being taken into account.
 - **23rd September 2019**
Report of themes from engagement accompanied by circulation to Members of emerging draft Long-Term Plan content as for Scrutiny March 2019 Resolution (2).
 - **21st November 2019**
Submission of final Long-Term Plan following approvals and sign off by organisational boards, including Health and Wellbeing Boards and following review and assurance by NHS England/Improvement.
- 4.6 In relation to the Health and Wellbeing Board's in Devon, Plymouth and Torbay, it is proposed a joint working arrangement is implemented to develop a common

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

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.

5. A matrix or description of which issues might be best considered at which level [Resolution (a) (iv)]

5.1 To determine 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.



Members will be encouraged to engage at all levels to shape and influence the Long-Term Plan.

6. Intentions in terms of the likely methods and material used to support engagement [Resolution (a) (v)]

6.1 There is a range of engagement opportunities that exist, and each locality will be able to use ones are the most appropriate for their audiences. However, Local Care Partnerships need to ensure that the engagement gathers both quantitative (data) and qualitative (verbal feedback/words). Some of the ways this can be done:

Quantitative	Qualitative
Surveys (online or hard copy)	Focus groups
Social media i.e. Facebook and Twitter polls	Public meetings
Feedback forms and QR marketing	Social media
Staff surveys, intranets	Attendance at existing meeting i.e. community groups (place – market town, parish or neighbourhood)

- 6.2 It is recommended that they have a blended mix of activities as not all approaches will suit every individual or group, it depends on who, what, where and when.

Using our engagement channels Devon-wide (Devon CCG):

Devon Virtual Voices

- 6.3 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.
- 6.4 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.
- 6.5 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

- 6.6 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.
- 6.7 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

- 6.8 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.
- 6.9 The second element of social media will be to target specific groups and forums that already exist – and a list is being compiled the ones that will be relevant to specific chapters. This will enable online focus groups with online communities.

Hard to reach groups

6.10 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.

7. Next steps including approach to responding to Resolution (b)

7.1 The introductory briefings and engagement will continue with key stakeholders and materials and plans for engagement will be finalised in the lead up to launch of the Long-Term Plan engagement on 11th July 2019, which in Devon will be aligned with the launch of Health and Wellbeing Strategy consultation.

7.2 Healthwatch will receive and review all engagement responses and provide invaluable independence in preparing the engagement report. As indicated the engagement outputs, as well as themes from prior engagement, will form a key part of the Long-Term Plan developing evidence base which will provide a comprehensive and transparent approach to planning.

7.3 Through an iterative process the content of the Long-Term Plan will be drafted following engagement and as in response to the Committee's March 2019 resolution (b) the emerging content of the draft plan will be both informed by and shared with members:

- b) That a draft of the Plan be presented to this Committee in order to enable Members to:
- (i) understand how the Integrated Care Services model sits within the Plan,
 - (ii) to consider whether the Draft Plan highlights issues for further scrutiny and to offer a commentary / challenge from a Scrutiny perspective; and
 - (iii) to liaise with the Health and Wellbeing Board to ensure that there is a good understanding of the Board's perspective

As for point 4.5 above it is proposed the emerging content is shared with members in September 2019, with further updates as this develops and is signed off with the final draft plan being reviewed by the Health and Wellbeing Boards' and organisational and regulator governance processes ahead of publication.

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Electoral Divisions: All

Cabinet Member for Adult Social Care and Health Services: Councillor Andrew Leadbetter

Chief Officer for Adult Care and Health: Jennie Stephens

LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS

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BACKGROUND PAPER DATE FILE REFERENCE

Nil