

An aerial photograph of a lush green valley with rolling hills, a winding river, and a small farmstead with several buildings. The landscape is divided into fields by stone walls.

Our 5 -Year Joint Forward Plan Summary

Introduction

This 5-Year Joint Forward Plan tells how Devon's strategy for **health and care** will be put into practice and how **strategic goals** will be achieved.

The Integrated Care System for Devon – known as One Devon – published a five-year strategy in December 2022, setting out its aims to deliver **joined up, preventive care** to everyone in the population, across the course of their lives.

The five-year strategy describes how NHS organisations, local authorities and the voluntary and community sectors committed to **working together with a common purpose** to achieve their agreed vision:

Equal chances for everyone in Devon to lead long, happy and healthy lives

It is important to acknowledge that the **three local authorities** in Devon are under significant financial pressure, with the need to **save many millions** of pounds each year for the lifetime of this plan.

The NHS, too, needs stringent measures to yield **efficiency savings** to enable the shift from a deficit of £42.3 million in 2023/24 to breakeven by 2025/26. Furthermore, because of **rising demand** and the **impact** of the COVID-19 pandemic, the NHS is struggling to meet its performance targets, particularly on waiting times.

Because of the challenges, the four NHS organisations in the county are under **close direction and scrutiny** by NHS England, a status that entails strict financial controls and extra reporting requirements.

Getting out of this situation and having more freedom to invest is a key priority, so **recovery and transformation** across the whole system will be a **major focus** in the first three years of this Joint Forward Plan.

We therefore demonstrate how the system will **work together** in a different way to deliver **transformational change, improving the health and wellbeing** of the population and creating a health and care system in Devon that is **sustainable** into the future.

As a critical part of our recovery plan, we have established a System Recovery Programme to **improve our performance and get our finances back into balance**. Through this programme, clinical, operational and finance teams are playing a key role in identifying areas for **performance and financial improvement** and co-ordinating efforts to achieve our goals.

Crucial to this will be **“real time”** monitoring, so that any **divergence** from the agreed recovery plan will be spotted early and put **back on track**.

The **commitment** of the recovery programme is to **exit** the NHS England directive **measures** (known as segment four of the NHS Oversight Framework) by the **first quarter** of 2024/25.

Milestones for delivery of this Joint Forward Plan will also be **closely monitored**, so that the One Devon leadership is kept assured that progress is on track and that all partners are working to achieve **the same common goals**.

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. We have set ourselves an ambitious target: **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 Integrated Care System status.**

7. Poor health outcomes 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 poorer health outcomes
10. Changing patterns of infectious diseases
11. Poor mental health and wellbeing, social isolation, and loneliness
12. Pressures on health and care services (especially unplanned care)

The five-year strategy was therefore made up of a series of **goals** for addressing these challenges, **aligned** to the **four aims** that are common to every integrated care system in England and Wales:

The integrated care strategy for Devon – a recap

Our published five-year integrated care strategy set out **12 key challenges**:

1. An ageing and growing population with increasing long-term conditions, co-morbidity and frailty
2. Climate change
3. Complex patterns of urban, rural and coastal deprivation
4. Housing quality and affordability
5. Economic resilience
6. Access to services, including socio-economic and cultural barriers

1 Improving outcomes in population health and healthcare

2 Tackling inequalities in outcomes, experience and access

3 Enhancing productivity and value for money

4 Helping the NHS support broader social and economic development

A values based approach

We have adopted a **values-based** approach to delivering our goals – based on the **equitable, sustainable and transparent** use of the available resources to achieve **better outcomes** and experiences for **every person**.

With this, we see “value” in a **wider context** than purely monetary. There is strong **clinical and professional support** for this approach in Devon.

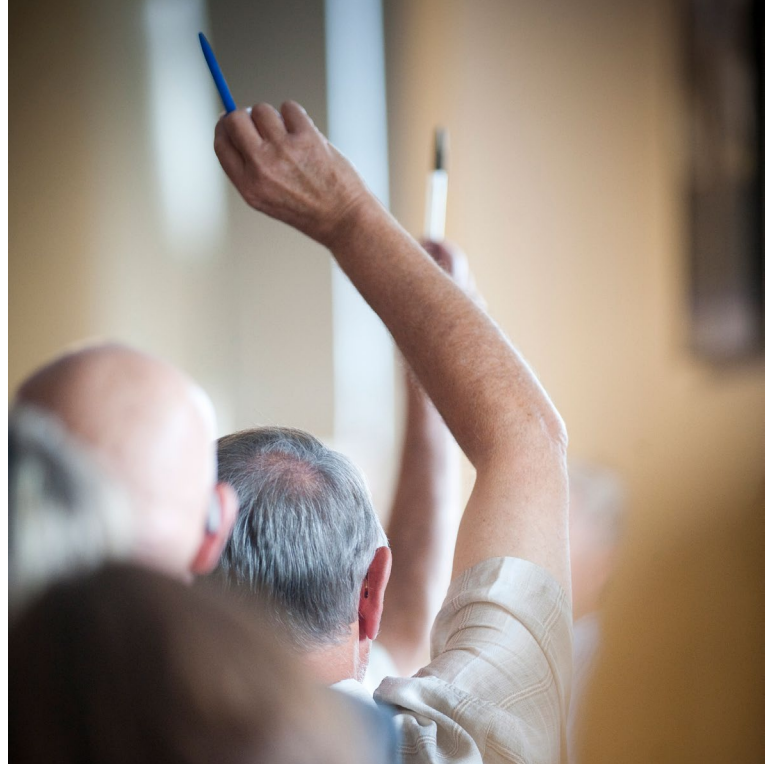
This means we are committed to:

Allocative value: equitable distribution of resources across all groups

Technical value: achievement of best possible outcomes with available resources

Personal value: appropriate care to achieve individuals’ personal goals

Societal value: contributing through healthcare to social participation and connectedness



Engaging and involving

Both the Integrated Care Strategy and the Joint Forward Plan have been informed by **extensive public feedback** gathered from 2018 to 2022. The Health and Wellbeing Boards of all three local authorities – Torbay Council, Plymouth City Council and Devon County Council – have **formally endorsed** the Joint Forward Plan as taking proper account of their Health and Wellbeing Strategies.

The voluntary and community sector has been involved, and **masterclasses** have been held with the Joint Overview and Scrutiny Committee. Engagement on **detailed plans** will continue.



Our delivery programmes

We have **nine** programmes of work in the Joint Forward Plan, as set out below:

1. Mental Health, Learning Disability and Neurodiversity

2. Primary and Community Care

3. Acute Services Sustainability

4. Children and Young People

5. Housing

6. Employment

7. Suicide Prevention

8. Health Protection

9. Community Development and Learning

For each of these, we have goals and actions, as well as a set of **“enablers”** – things we will need to do to make sure we can achieve the changes we describe:

1. System Development

3. Research, Innovation and Improvement

5. Estates and Infrastructure

7. Digital Data

9. Finance

2. Workforce

4. Communications and Involvement

6. Equality, Diversity and Inclusion

8. Green Plan

10. Population Health

The nine programmes in more detail:

1. Mental health, learning disability and neurodiversity

Mental Health

- Improve population mental health and wellbeing
- Improve outcomes and experiences of people with mental illness
- Develop a sustainable, supportive community offer

Learning Disability and Neurodiversity

- Deliver annual health checks and action plans for people on GP learning disability registers
- Improve autism diagnostic pathways
- Reduce reliance on locked and secure inpatient care

To allow us to do this, we will need, for example, to:

- Ensure our mental health and community estate is fit for purpose
- Implement the Electronic Patient Record across Devon and Cornwall
- Identify new roles and ways of working and training provision
- Ensure a recurrent balanced financial position

2. Primary and Community Care

- Deliver an integrated, collaborative model of care
- Develop a proactive, preventative and personalised approach, supporting people in their own homes
- Develop sustainable, high quality general practice
- Ensure a sufficient, sustainable system for social care – both in care homes and in care for people at home

To allow us to do this, we will need, for example, to:

- Ensure our primary care, mental health and community estate is fit for purpose
- Implement the Electronic Patient Record across Devon and Cornwall
- Empower people to use digital technology to access services
- Ensure a recurrent balanced financial position

3. Acute Services Sustainability

- Deliver high quality, safe, sustainable and affordable services as locally as possible.
- Stabilise care in the short term through increasing productivity and capacity
- Sustain care in the medium term making the best use of resources
- Transform care in the longer term, working as one joined up system.

To allow us to do this, we will need, for example, to:

- Develop a financial framework that supports collaborative working
- Embed commitment to shared services where appropriate
- Develop our Business Intelligence/Population Health Management architecture and reporting
- Implement co-ordinated prevention plans in priority areas with a focus on inequalities
- Deliver maximum value and best quality service through collective procurement and supply chain excellence
- Work collaboratively to maximise opportunities for our estate and infrastructure

4. Children and Young People

- Provide services for children who need urgent treatment and hospital care as close to home as possible
- Deliver safe and personalised maternity care
- Proactively address health inequalities
- Develop family hubs and early help models
- Prioritise special educational needs and disability (SEND) and embed reforms

To allow us to do this, we will need, for example, to:

- Develop Business Intelligence/Population Health Management architecture and reporting
- Ensure our mental health and community estate is fit for purpose
- Improve innovation, performance and efficiency through a diverse workforce
- Identify new workforce roles and ways of working and training provision
- Ensure a recurrent balanced financial position

5. Housing

- Improve poor quality housing
- Improve identification and recognition of need for specialist housing, accommodation for older people and affordable housing
- Reduce number of people who are homeless

To allow us to do this, we will need, for example, to:

- Achieve thriving Integrated Care System status
- Ensure a recurrent, balanced financial position
- Deliver the Core20PLUS5 approach to reducing inequalities

6. Employment

- Reduce the number of 16–18-year-old NEETs (Not in education, employment or training) as well as those who have been in care
- Reduce unemployment among individuals with disability/mental health need
- Support more people, including unpaid carers, into employment

To allow us to do this, we will need, for example, to:

- Ensure a recurrent balanced financial position
- Develop a shared purpose for the Devon system through trust and collaboration
- Develop a financial framework that supports collaborative working

7. Suicide Prevention

- Reduce the rate of suicides towards or below the national average
- Develop and deliver local partnership action plans informed by data, research insight and needs assessment, aligned to the national and local evidence base and policy

To allow us to do this, we will need, for example, to:

- Move funds into prevention
- Ensure Devon's health and care services are inclusive and accessible to everyone
- Develop as an 'Anchor organisation', ie become the mainstay of wellbeing for local people

8. Health Protection

- Reduce health care associated infections
- Improve update of school-age immunisation
- Improve vaccine coverage, particularly for measles, mumps and rubella (MMR) and coverage in priority groups
- Improve uptake of cervical and breast screening

To allow us to do this, we will need, for example, to:

- Move funds into prevention
- Implement co-ordinated prevention plans in priority areas with a focus on inequalities
- Use communications and involvement to support programmes to work with diverse and vulnerable communities
- Deliver the Core20PLUS5 approach which aims to reduce inequalities

9. Community Development and Learning

- Place local communities at the heart of decision-making
- Agree collective community goals
- Support the community development workforce
- Integrate community partnerships into Local Care Partnership infrastructure

To allow us to do this, we will need, for example, to:

- Empower Local Care Partnerships and collaboratives to make decisions with populations, based on evidence
- Ensure use of best practice principles and practice when involving people
- Deliver workforce solutions that will attract staff and support the recruitment and retention of talent

Ensuring we deliver for Devon

The Joint Forward Plan will be **delivered** through networks, collaboratives and programmes, including:

- Primary care networks and collaboratives
- Local care partnerships
- Networks
- Provider collaboratives
- System level transformation programme boards

Assurance and governance

- An outcomes framework will be used to **monitor progress** towards the strategic goals
- The System Recovery Board will **oversee the delivery** of the recovery plan
- Delivery of work programme milestones will be **monitored** through system programme infrastructure
- Progress towards **delivery** of the Devon Integrated Care System strategic goals will be **overseen** by the System Management Executive and the One Devon Partnership
- System development will be **measured** through the **national** Integrated Care System maturity framework

Engagement

- Targeted engagement by the work programmes with individuals, staff, groups and communities, to involve partners and those who use services, including experts by experience

Annual refresh

- System partners and programme leads will work together to refresh the Joint Forward Plan each year.

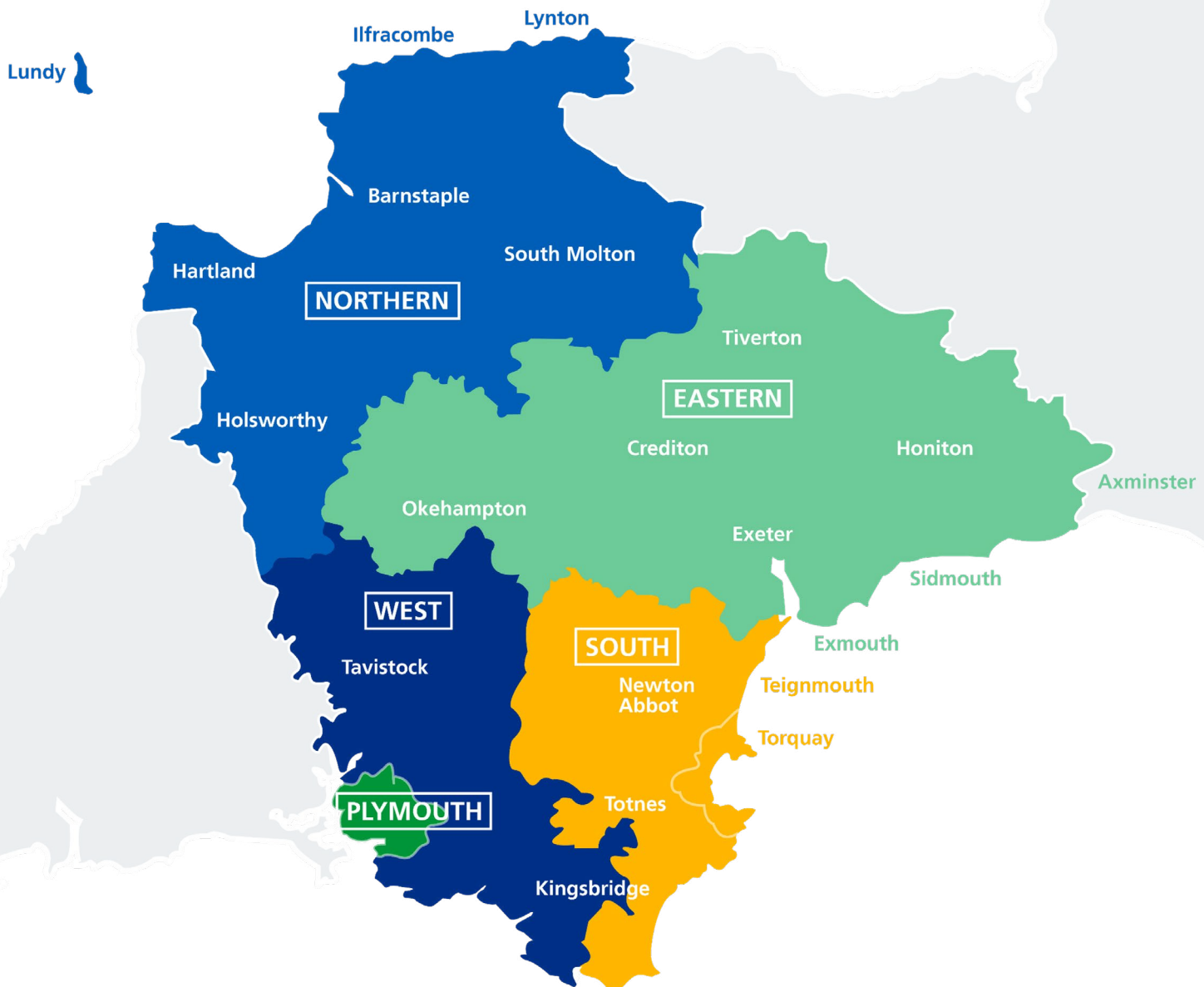


Finding out more

You can read the full version of the Joint Forward Plan on our [One Devon Website](#).

This details the work that each of the **nine** programmes will undertake, how they will do it, and by when and the work of the ten enabling programmes that support delivery of the Plan.

You can see the Integrated Care Strategy for Devon using the same link listed above.





For more information,
visit onedevon.org.uk

One  Devon