

Our Five-year Integrated Care Strategy



Introduction

The Integrated Care System for Devon brings together, for the first time, all the county's local authorities, NHS organisations and the voluntary sector, to create the One Devon Partnership. We are working as one to deliver a single vision:

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

This strategy sets out how we will **plan and organise** health, care and other support services so that joined-up, preventive care is available to **everyone in the population** across the course of their lives.

All the partners in the Integrated Care System, including those that provide hospital, community and wellbeing services, will contribute to a Joint Forward Plan which will deliver this strategy. (See appendix for list of partners.)

Context

There are **many factors that affect our health**, not just our age or our genetic make-up. They include education, housing, work opportunities and recreational facilities.

One Devon partners are **collaborating at county-wide level** (system-level), through five Local Care Partnerships (place) and in the heart of communities (neighbourhoods).

The five Local Care Partnerships broadly reflect the geography of North Devon; East and Mid Devon; South Devon and Torbay; West Devon and Plymouth.

Our Local Care Partnerships share 12 particular challenges:

- An ageing and growing population, with more frail people and more with one or several long-term conditions
- Climate change, with increasing pollution and extremes of heat and cold
- Complex pictures of deprivation in both rural and urban areas
- The quality and affordability of housing
- A need for stronger economies
- Access to services
- Poor health caused by habits that could be changed, and the earlier onset of health problems in more deprived areas
- Variable opportunities for education, training and work and in some areas a shortage of staff caused by burnout, inability to fill vacancies and high turnover
- People carrying out unpaid care, with the associated consequences for their health
- Changing patterns of infectious diseases such as COVID-19, with disproportionate impact on disadvantaged communities
- Poor mental health, social isolation and loneliness
- The pressure on our services, especially for planned care.

A closer look at our challenges

The Devon population is **older than the England average** and that means we are facing the associated challenges around **15 years before** some other parts of the country.

An influx of people aged between 50 and 70, mostly from London and the South East, means that in some districts of Devon our population **growth is up to twice the national average**. Our population is growing county wide, but we have a disproportionately small population of working age. The number of people choosing to drop out of the labour market in Devon has **doubled in recent years**.

Parts of Plymouth, Torbay and Ilfracombe have high levels of urban deprivation, with hotspots in other towns and cities. We see deprivation in some coastal and rural areas, sparked in part by low wages and high housing costs. Alongside this runs a challenge in housing quality, with the threat to wellbeing posed by excess heat, cold and damp.

Not everyone can access services easily. Those in isolated areas can struggle, as can those from deprived areas of our cities and towns. Certain ethnic groups find that our traditional service models are not well adapted to their needs. Good education is critical to a flourishing community. Educational performance varies; in Plymouth there are high numbers of 16–17 year olds not in education, employment or training, and in Torbay we see a high rate of exclusions from school.

Despite our **good mental health services**, we have higher than average rates of suicide and hospital admissions for people self-harming.

Mental health has suffered due to both the Covid-19 pandemic and the current cost of living crisis. These factors are also making themselves felt in increased demand for general health and care services, with the greatest increase in demand for unplanned or emergency care.

The pandemic and the cost of living crisis are having an effect nationwide, **not just in Devon**. Both disproportionately affect the most disadvantaged and vulnerable people. The impact of infection such as Long Covid contributes further to health inequalities.

Also seen nationwide is the challenge in relation to our workforce. Our colleagues are all working **exceptionally hard under pressure**, but they are prone to burnout and we see vacancy rates of 7% in health and 13% in social care. While the workforce in health has grown at a greater rate than the national average, we are still spending too much money on delivering services.

Rising demand and other, complex factors mean we have a **major financial challenge**. The NHS in Devon expects an overspend of £49.5 million for 2022/23. Devon County Council needs to save £73 million this year. Plymouth City Council has £15.5 million gap in the 2022-23 budget and needs to save £37million next year.

.....
: **Overcoming these challenges is** :
: **central to our five year strategy** :
.....

Listening and responding

The strategy has been drawn up with the views of people and communities across Devon and Cornwall very much at its centre. It takes account of the **extensive work** done over recent years to **involve local people** in our decisions and activities, over a wide range of topics. We have also used insight from national studies.

Some of the important points that have emerged are:

- **Younger people**, those with **mental health illness** and those from **ethnic or diverse backgrounds** have a poor experience of services, and poorer results from it
- People want to tell their story **once only**, and value continuity in their care
- Our population and our staff share a major concern about **waiting times**
- People want more community-based, collaborative and **joined-up care**
- People see real **value in local voluntary services** and want more coordinated work with them
- Low wages and poverty directly contribute to a **lack of affordable housing**, with a negative impact on health and wellbeing for our population and our staff

- Generally people are willing and able to use **technology** for health and care support, but need it to be **effective and reliable**
- People are concerned about the cost of living, but more for the impact on the **nation's health and wellbeing** than on their own



Statement of intent

The One Devon Partnership has one over-arching statement of intent:

.....
 • **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 and our integrated care system will have achieved the status of thriving.**

The Strategy

Our strategy is made up of a series of goals that support our vision for equal chances for everyone in Devon to lead long, happy and healthy lives. These goals set out to achieve the four aims common to every integrated care system in England and Wales:

- 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

For each of these four aims we have developed a series of ambitious goals and set out how we will measure progress towards achieving them. These targets mean the One Devon Partnership – and the public – can monitor the impact of our work.



1 Improving outcomes in population health and healthcare

Every suicide should be regarded as **preventable** and we will work together as a system to make 'Suicide-Safer Communities' across Devon and reduce suicide deaths **across all ages**.

The suicide rate for all areas of Devon will see a **consistent downward trajectory** and by 2028 the suicide rate in each local authority area will be **in line with or below** the England average.

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.

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 and disability: dietary risks, tobacco, high blood pressure, high fasting plasma glucose and high BMI.

By 2028 we will **reduce the Disability Adjusted Life Years (DALYs)** lost for the top five modifiable risk factors and measure under 75 mortality and healthy life expectancy.

People (including unpaid carers) in Devon will have the **support, skills knowledge and information** they need 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.

Children and young people (CYP) will have **improved mental health and wellbeing**.

By 2024/25 we will have at least 15,500 CYP aged 0-18 accessing NHS-funded services with **100% coverage** of 24/7 crisis and urgent care response for CYP. We will also ensure 95% of children and young people with an eating disorder able to access eating disorder services within **one week** for **urgent** needs and **four 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 Disability Adjusted Life Years (DALYs)** lost for the top five causes.

2 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.

Everyone in Devon will be offered **protection** from preventable diseases and infections.

By 2028 we will have:

- **Childhood vaccines:** coverage of 95% of 2 doses of MMR and the 4-in-1 pre-school booster by the time the child is five, 90% uptake of school-aged immunisation
- **Covid and flu vaccinations:** 100% offer to eligible cohorts each season; vaccine uptake in line with or exceeding comparative benchmarking
- reduced the number of **healthcare acquired infections** by 25%
- reduced **antibiotic prescribing** by 15% from our year 1 baseline
- increased uptake of **cervical screening** to 80%

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%.

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

By 2028 we will have:

- decreased the percentage of households that experience **fuel poverty** by 2%,
- reduced the number of admissions following an **accidental fall** by 20%
- reduced the number of households in **temporary accommodation** by 10%
- reduced the number of families placed in temporary B&B accommodation to **zero**
- **100% increase** in the offer to people sleeping rough to get accommodation
- increased in the number of households **successfully** prevented from becoming homeless by 30%
- assurance that Local Planning Authorities are **fully aware** of the need for key worker housing and have addressed this in their plans

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 and reduced health inequalities.

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

By 2027: Recruit a more diverse workforce that is **reflective of Devon's local population** with an initial focus on race and ethnicity, LGBTQ+ and people with a disability.

③ 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.



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 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.



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.



④ 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%. As well as decrease the number of 16-17 year olds not in education, employment or training (NEET) to achieve or be under the national average.



Children in Devon 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 as a percentage of all children by 3%.



We will create a **greener** and more **environmentally sustainable** health and care system in Devon, that tackles climate change and 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 a plan with local communities and community groups in their area, to **empower and support** groups to be more resilient.

Local and county-wide businesses, education providers and the voluntary/community sector 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.



Ensuring our system is robust

As part of the strategy, the One Devon Partnership has agreed **five essential supporting factors** to ensure that the health, care and wellbeing sectors are able to deliver better services for the people of Devon.

These are:

One workforce:

a stable workforce that can work flexibly across health and care, with new roles, diverse career pathways, enriched development opportunities and the digital technology needed to support innovation and transformation across all services

Digital transformation:

a standardised and unified digital infrastructure with a common procurement, so that all health and care organisations are connected, with standard systems for frontline staff to use

Data and information sharing:

so that all in primary care (including GP surgeries) social care mental health and acute hospitals have access to one set of information

Enhancing financial mechanisms to support integration:

making full use of pooled budget arrangements and efficient use of our buildings across Devon

The Green Plan:

decreasing our carbon footprint by about 15% a year to achieve an 80% reduction by 2028-2032

Delivering the strategy

The Integrated Care System in Devon is developing its response to the strategy with a **five-year Joint Forward Plan**, setting out how the all the elements will be delivered by 2028.

It has nine pillars of work:

- **Mental health, learning disability and neurodiversity**
- **Primary and community care**
- **Children and young people care model**
- **A sustainability programme for acute (hospital) care**
- **Health protection**
- **Suicide prevention**
- **Employment**
- **Housing**
- **Community Development**

Its work will include:

- Creating an environment for **success**, including: strengthening collaborative and integrated working, involving people and communities, embedding equality, diversity and inclusion, and harnessing the impact of research and innovation.
- Ensuring **robust system enablers**, as set out above
- **Transforming** key areas, including the nine pillars above

The Joint Forward Plan will be published by 30th June 2023 and, together with this Integrated Care Strategy, will form the Devon Plan.

Appendix:

One Devon Partnership – working together as one team

These are the groups and organisations that are represented on the One Devon Partnership and who are collaborating to deliver our vision of equal chances for everyone in Devon to lead long, happy and healthy lives

- Two unitary authorities (Plymouth City Council and Torbay Council)
- One county council (Devon), with 8 district councils
- Two national parks (Exmoor and Dartmoor)
- Two cities (Exeter and Plymouth)
- 121 GP practices, in 31 Primary Care Networks
- Adult social care provided by Livewell Southwest in Plymouth, Torbay and South Devon NHS Foundation Trust in Torbay and Devon County Council in Devon
- A care market consisting of independent and charitable/voluntary sector providers
- Many local voluntary sector partners across our neighbourhoods
- Devon Partnership NHS Trust and Livewell Southwest providing mental health services
- Four acute hospitals - North Devon District Hospital and the Royal Devon and Exeter Hospital, both managed by the Royal Devon University Healthcare NHS Foundation Trust, Torbay Hospital managed by Torbay and South Devon NHS Foundation Trust and Derriford Hospital managed by University Hospitals Plymouth NHS Trust
- One ambulance trust - South Western Ambulance Services NHS Foundation Trust (SWASFT)
- Dental surgeries, optometrists and community pharmacies





For more information,
visit onedevon.org.uk

One  Devon