

Minutes of the Health and Wellbeing Board

9 March 2023

-: Present :-

Pat Teague, Tara Harris, Pat Harris, Matt Fox, Councillor Jackie Stockman, Lincoln Sargeant, Tanny Stobart, Paul Northcott and Councillor Cordelia Law

8. Apologies

Apologies were received from Nancy Meehan, Director of Children's Services, Torbay Council; Alison Hernandez, Police and Crime Commissioner; Anthony Reilly, Devon NHS Partnership Trust and Sarah Newham, Department for Work and Pensions.

Acting Superintendent Nigel Yelland attended in place of Chief Superintendent Roy Linden.

Chris Winfield and Chris Knights attended in place of Adel Jones, Torbay and South Devon NHS Foundation Trust.

Sharon O'Reilly attended in place of Jo Williams, Director of Adult and Community Services.

9. Minutes

The Minutes of the Health and Wellbeing Board held on 8 September 2022 were confirmed as a correct record and signed by the Chairwoman.

The Chairwoman referred to the current membership and the Board held no objection to the suggestion that co-opted members could become full members of the Board.

10. Peninsula Health Protection Annual Report 2021/22

Members noted the Peninsula Health Protection Annual Report 2021/22 which was outlined by Julia Chisnell, Consultant in Public Health with Torbay Council. The Board was informed of the key considerations which were:

- Health protection
- Communicable disease control and environmental hazards
- Immunisation and screening
- Health care associated infections and antimicrobial resistance
- Emergency planning and response

The Board was pleased to note that as a result of assistance from Outreach Teams and community engagement in promoting vaccination clinics, vaccination uptake had improved. Cancer screening had been on a recovery trajectory following the pandemic and was now back to pre-pandemic levels. However, more in-roads were required in respect of MMR vaccinations as uptake needed to improve. Currently the statistics showed a 91% uptake in the last quarter, falling to 87% currently. This was being treated as a priority with a focus on school age vaccinations.

In response to questions, the Board was informed that with the increase in cancer screening there were challenges to be addressed but that these were manageable at present and that NHS England and NHS Trust colleagues were working together to address these challenges.

It was recognised that there were pressures on the NHS generally and that the NHS and Public Health continued to work together to resolve those pressures particularly in relation to waiting lists.

Progress on actions detailed in the Peninsula wide priorities for 2022/23 will be included in the next annual assurance report.

11. Torbay Joint Health & Wellbeing Strategy 6 monthly monitoring reports

The Board noted the second progress report on implementation of the Torbay Joint Health and Wellbeing Strategy. Julia Chisnell, Consultant for Public Health, Torbay Council, informed the Board that the programme was on track.

Members were provided with a summary of progress by priority programme area relating to mental health and well-being; good start to life; supporting people with complex needs; healthy ageing; digital inclusion and were informed of changes in the data indicators since the September 2022 report.

Risks and issues were highlighted in respect of the ageing programme and digital programme funding which was coming to an end. A case was being developed in respect of the ageing programme and the digital funding programme was cutting back its delivery as the current fixed-term funding ends in March 2023. The networking aspect of the programme will continue but for 2023/24 there will be no commissioned delivery programmes to support people to get online.

More work on cross cutting areas would be carried out over the next few months, bringing people together to improve connections between these areas of work and the health and wellbeing agenda.

In response to questions, Members were informed that refugees and migrants were being supported and that there was extra work in relation to the mental health programme to address the mental health concern. A difficulty identified was how long migrants or refugees stayed in the area and this could affect their route of support.

Members were reassured that mental health was covered in the overall Strategy and a lot of work was being undertaken with faith communities and skills resources training, for example and there were a lot of opportunities for change.

12. Building a Brighter Future - New Hospitals Programme update (Torbay & South Devon NHS Foundation Trust strategy)

The Health and Well Being Board received a presentation from Torbay and South Devon NHS Trust.

The Strategic Outline Case for £497 million had been submitted to the New Hospital Programme national team for consideration. Meanwhile, site enabling plans were being progressed so that the estate would be ready for construction as soon as possible.

Members were informed that the four key principles within the Strategic Outline Case were:

- re-provision of medical beds and emergency surgery beds in the hospital;
- separation of planned and unplanned services;
- non-clinical services to be moved off the hospital site;
- emergency department and same day emergency care services to be completely upgraded.

The Board were updated in relation to funding; what the site could look like and plans for that; current key milestones and progress achieved over the last 12 months, which included a new acute medical unit, new endoscopy unit and new theatres. Next steps were outlined and the team were working hard to ensure allocation of funds were confirmed following which the aim was to complete the site enabling full business case by June 2023.

In response to Members questions it was confirmed that the vast majority of key services would be unaffected by the acute services review. However, if there were other service shifts, they would be taken into account. A lot of work had been done around capacity modelling and not making the hospital too small for future needs. The bed modelling already carried out required input from community colleagues to ensure that there were facilities for enabling discharge and leveraging use of digital technology so that patients could be managed closer to their home. At present the model proposed 350 medical beds although there was other bed capacity on site that could potentially be used, but not necessarily for acute provision.

Accommodation for key workers had also been considered and off-site solutions were being explored. Concerns were raised that managing traffic flow around the site would present a challenge and assurance was given that this was considered in the planning.

In respect of the site, net carbon standard was a compulsory requirement to meet environmental building standards. There would still be a fossil fuel heated element and although there would be upgrade work on a concentrated area, there was also

an aspiration to become net zero carbon across the site, however, this would not be achievable straight away.

By consensus the Board resolved:

1. the contents of the report were noted;
2. confirmed its continued support of Torbay and South Devon's New Hospital Programme;
3. that a further update should be provided to the Board in 12 months' time following which 6 monthly updates will be provided.

13. Devon Integrated Care Strategy System

The Director of Public Health, Lincoln Sargeant and the Deputy Programme Director, NHS Devon, Jenny Turner outlined the submitted report and provided a presentation.

The Board were informed that the One Devon Interim Integrated Care Strategy had been developed on behalf of the One Devon Partnership by the Devon Plan Working Group. The Partnership brought together the NHS, local authorities, the voluntary sector and other partners across Devon.

Existing Health and Wellbeing Board strategies were considered when creating the Integrated Care Strategy which reflected work and engagement carried out over time with people in the community. Twelve key challenges had been identified for Devon and the Strategy provided a broad direction of travel in addressing these.

Integrated Care Boards and partner trusts had a duty to prepare a draft Joint Forward Plan in response to the Integrated Care Strategy before the start of 2023/2024. The Joint Forward Plan Guidance specified that the date for publishing and sharing the final Plan is 30 June 2023, however it was likely that this would be achieved earlier.

The draft Joint Forward Plan outlined how the 21 strategic goals would be delivered and cover four broad areas:

- Mental Health, Learning Disability and Neurodiversity;
- Primary and Community Care Model;
- Acute Services Sustainability Programme
- Children and Young People Care Model;

In respect of the report Members commented that:

- the content for children and young people while focused on education did not include much on children's health services such as mental health. However, it was recognised that the Integrated Care Strategy consider health in its

broadest sense and that the Joint Forward Plan would provide more detail on health services;

- clarity was needed around how safeguarding fits into the overall strategy and plan;
- the workforce difficulties faced by the NHS in Devon and wider challenges such as employment opportunities for residents are two separate issues;
- what would change as a result of the plan in terms of outcomes for local people?
- community engagement and involvement were essential and should also include the parent/carers' forums;
- how would the plan's performance be monitored going forward and what role would Torbay's Health and Wellbeing Board play in that?

Overall, Members welcomed the draft plan and its strategic goals which presented an opportunity for change where that was needed. It was noted that an event was planned for 23rd March for members of the 3 Health and Wellbeing Boards in Devon to review the details of the Joint Forward Plan.

By consensus Members resolved that:

1. the draft Joint Forward Plan takes proper account of the Joint Local Health and Wellbeing Strategy;
2. the minutes of the Board meeting on the 9 March 2023 will constitute the response in writing of the Health and Well Being Board and its opinion in respect of (1).

14. Integrated Care Board & Local Care Partnership business programme update

The Board noted a verbal update provided by Derek Blackford, Locality Director, South & West, NHS Devon Integrated Care Board.

Members were informed that the One Devon Partnership were attempting to better understand partnerships in the wider system and there was more work to be done in that respect including the One Devon Integrated Care Strategy. The work on behalf of Torbay and South Devon could be improved and it was important to understand all of the good work which was already underway. The question was whether enough support has been provided for people to network and to understand what the Integrated Care Board and Local Care Partnership was attempting to deliver and that would be the focus of efforts moving forward. There would also be a focus on whether the Local Care Partnership for South Devon and Torbay had included all the right stakeholders and communities, to identify those who were missing and should be included. Thought was also being given as to how to raise the profile of what the Local Care Partnership was attempting to deliver and amplify the value in what it was trying to achieve. It was essential to have the right support and priorities and work would be taken forward within the Joint Forward Plan.

15. Turning the Tide on Poverty & Cost of Living work programme updates

The Board noted a verbal update provided by Lincoln Sargeant, Director of Public Health, Torbay Council.

Members were informed that the Council adopted a strategic approach in terms of supporting the most vulnerable and most at risk from adverse events like the pandemic and cost of living crisis. The focus over the winter had been the cost of living crisis and the Council had done a lot of work together with partners on implementing a series of measures to ameliorate fuel and food poverty such as the provision of 'warm banks' and food banks.

There were good insights into how best to begin to address the wider issues and interesting opportunities for the future with development around the food strategy with expanding provision through fixed and mobile food banks to developing more social supermarkets.

Work had been carried out recently with Torbay Council, South Devon College and the Torbay and South Devon NHS Trust as major public sector employers in Torbay. A staff survey had been carried out which provided valuable insights around the challenges faced by staff and how the employers could respond better, particularly for those on lower incomes.

There was positive news in that the Council had received confirmation of £2.4 million from the fourth round of the Household Support Fund and had been allocating that funding in a manner to reach a wider range of people who are struggling to make ends meet. There is a Cost of Living Incident Management Team that meets fortnightly and were now discussing how to move from crisis stage to address medium and longer term considerations in order to build resilience for individual, families and communities.

It was recognised that further funds were being allocated to help social supermarkets and food alliances to assist more people in the community who do not qualify for other support or benefits.

Chairwoman

One Devon

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

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Minute Item 12

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.**

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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

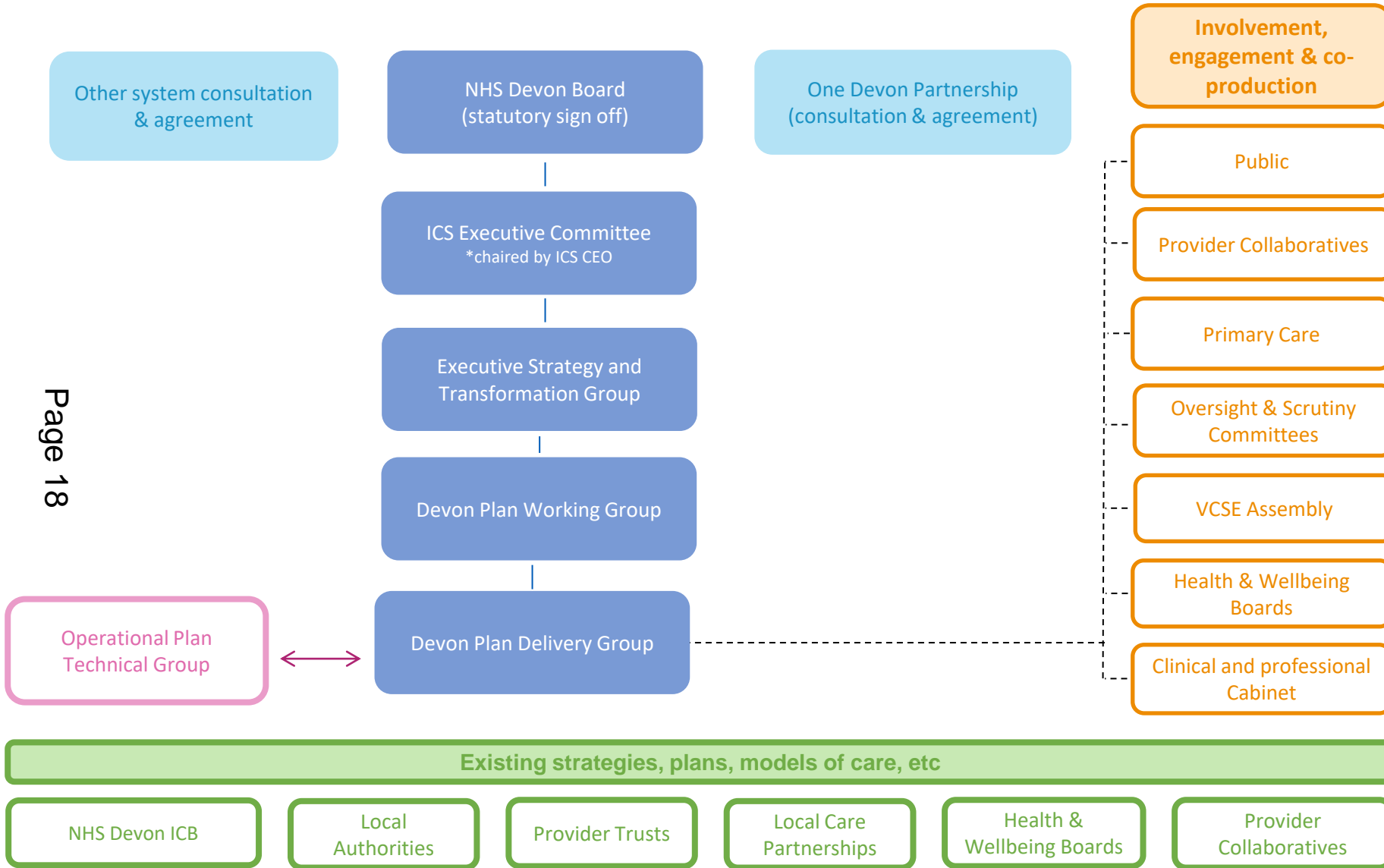
Activity	Deadline	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	24/25	25/26	26/27	27/28
Guidance published	23 /12/ 23	█																			
Agree scope, structure and format of JFP	31 /01/ 23		█																		
Agree governance and sign off process	31 /01/ 23		█																		
Produce 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

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- 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



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Notes:

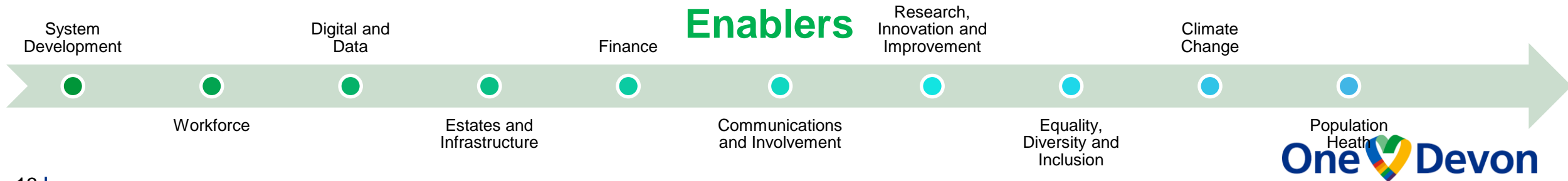
The Delivery Group and Operational Plan Technical Group have some shared membership to ensure alignment

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



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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
<p>1. Summary of priorities and enablers</p> <p>Page 20</p>	<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

The Ask:

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