

Integrated Care System for Devon (ICSD) Update for Board and Cabinet members June 2022

The purpose of this regular report is to:

- Provide a monthly update for Board, Cabinet and Governing Body meetings across ICS partner organisations in Devon, Plymouth and Torbay.
- Ensure everyone is aware of ICS developments, decisions, issues and news in a timely way.
- Ensure consistency of message amongst ICS partner organisations.
- Accompany your own briefings to Board, Cabinet and Governing Body meetings. If cutting/pasting content, can this please be done in its entirety.

This update features:

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1. Introducing One Devon – launching 1 July

Integrated Care Systems are being formally established on 1 July across England.

As part of the changes, Devon's health and care system has announced its new name and identity, making a clear statement about its vision to join up services in the county.

Following a period of engagement, the new system will be called **One Devon**.

One Devon includes all local NHS and social care organisations as well as many other organisations, groups, and communities who work together to improve the health, wellbeing, and care of people in Devon.

The new name demonstrates how organisations will work more closely together to improve services and make a difference for communities, removing the traditional boundaries between organisations so people get the care and support that they need.

The new identity (featured above) will be used on a new website that will launch on the 1 July, as well as other key documents and materials.

Local care partnerships and other collaborative arrangements in the county will also use the One Devon brand, as will the One Devon Partnership – a new committee of local organisations that will drive joined-up care (see below for more details).

The other new aspect of our system that launches on 1 July is NHS Devon (formally known as the integrated care board), which takes over the statutory functions of NHS Devon Clinical Commissioning Group (CCG).



As a statutory NHS organisation, it is required to have its own NHS logo (see above) but will also use the One Devon branding to show that it is part of the system. Separate materials that clarify how our new system is structured will be published.

NHS Devon CCG staff will transfer to NHS Devon following a recent staff consultation.



■ The King's Fund has [published an animation](#) to help people understand the key organisations that make up the NHS and how they can collaborate with partners in the health and care system to deliver joined up care.

■ [The Health and Care Act: six key questions](#), also by The King's Fund, explains what the changes brought in

by the Health and Care Act mean in practice.

2. Joint One Devon Partnership chair appointed



Devon County Council member James McInnes (*pictured left*) has been appointed as the interim joint chair of the One Devon Partnership. Cllr McInnes took up the joint role alongside Dr Sarah Wollaston (*pictured right*) on 1 June while a recruitment process for a permanent chair is undertaken.

From 1 July, the One Devon Partnership will be a new statutory committee that will drive integration by bringing together a wide range of partners from across our county including the NHS, councils, the voluntary sector, and community representatives. One of its key roles will be to produce a strategy to join-up services, reduce inequalities, and improve people's health, wellbeing, and care that our local organisations will deliver.

3. Healthwatch England inspired by visit to Devon

The NHS in Devon has hosted the national team from health and social care champions Healthwatch England; an independent body, which uses patient feedback to improve standards of care.

The team, led by national Chair Sir Robert Francis, began their visit at Exeter Mosque (see *picture right*), which has worked closely with the NHS to support worshippers to have their Covid-19 vaccination.



The Healthwatch team also visited Torbay Community Helpline and Hub, which has offered mental health support, referred people to foodbanks and offered financial advice to local people throughout the pandemic.

The team were shown around Jasmine Lodge, a new Mother and Baby Unit, and other services at Devon Partnership NHS Trust and visited NHS Nightingale Hospital Exeter, which now offers rheumatology services and diagnostic screening, has a Centre of Excellence for Eyes providing cataract treatments and has operating theatres for planned orthopaedic procedures such as hip and knee replacements.

Dr Sarah Wollaston, Chair of the Integrated Care System for Devon said: “This was an opportunity to show how we are working with partners, as we prepare to bring services together in a new Integrated Care System in order to improve care and the experience of those who use them.”

Healthwatch England’s Chair, Sir Robert Francis, said: “It’s been a great pleasure to visit some of the health and care organisations that are having a positive impact on communities in Devon.”

For more details, [click here](#).

4. Community Mental Health Framework update

Devon’s Mental Health, Learning Disabilities and Autism (MHLDA) Care Partnership is leading a wide range of areas of transformation, aligned to the Long Term Plan, including the new Community Mental Health Framework.

Work to implement the Framework across the county has progressed at pace over the past few months, including the launch of a formal and equal partnership with the voluntary, community, social enterprise and independent sector (VCSEI) via the Devon Mental Alliance. The Alliance plays a crucial role in delivering the Framework, helping to deliver new services and working with existing community-based provision to ensure people’s needs are met, complementing and working alongside Devon’s existing VCSEI sector.

Recovery Practitioners are now in place in the Eastern area and are currently supporting 15 people on their recovery journey.

Great strides have also been made with regards to the eating disorders, personality disorders/complex emotional needs and mental health rehabilitation and recovery pathways. These three specific clinical areas are the focus of more targeted support and are being rolled-out over the next two years. System-wide expertly-led reference groups are in place (including people with lived experience and VCSEI partners) leading the design and overseeing the implementation of the proposed new approaches and configurations, as part of the overall model.

A new rehab and recovery ward – Ocean View – has opened in North Devon, providing care and support for patients with long-standing or chronic psychosis or similar who are in the recovery phase of their journey. In Eastern Devon there is also now a community rehabilitation and recovery service providing intensive support to those in the community, working closely alongside the inpatient unit Russell Clinic and other community services. In Plymouth, work is taking place with stakeholders including service users to complete and review a draft operational policy.

The personality disorder/complex emotional needs Clinical Reference Group continues to meet with localities to develop operational policies and socialise the strategy and in Plymouth new service user groups are being developed alongside the Primary Care Mental Health Team to provide further and earlier support to people.

A system-wide strategy for the eating disorders pathway has now been approved. The strategy aims to implement an all-age service with an increased emphasis on early recognition and intervention, particularly in the adolescent/young adult population where evidence is clear that the opportunity to change their trajectory is greatest.

5. Workforce Strategy update

Good progress is being made on the development of the Integrated Care System for Devon (ICSD) Workforce Strategy.

Throughout April and May, the proposed 5 Pillars of the Workforce Strategy were socialised with around 150 stakeholders from clinical, professional and workforce leadership roles across the System.

A thematical review has now been undertaken of feedback received as well as supporting documentation and the national White Papers on integrated care and adult social care.

Following that review, the recommended final version of the Strategy Themes & Principles has been developed and is now going through the final stage of stakeholder feedback prior to being submitted to People Board for approval on 30 June.

Once formally approved, the Strategy Themes & Pillars will form the basis for the next stage of strategy development which include a number of facilitated stakeholder workshops to discuss and explore the future workforce models, skills and role

diversity required to meet the increased demand and activity for health and care services over the coming years. These workshops will be co-delivered by the ICSD Workforce team, supported by Health Education England's Workforce Transformation team.

6. Innovation at the heart of transformation

Work is underway to ensure that innovation and improvement are at the heart of the health and care system in Devon.

Dr Peter Aitken, of Devon Partnership NHS Trust, has completed a six-month secondment to help the system develop the right environment to support the innovation required for successful transformation.

He worked closely with the South West Academic Health Science Network on the project, which involved researching best practice and engaging with system chief executives.

Further development of the innovation and improvement programme will now be led by Dr Nigel Acheson, Chief Medical Officer for NHS Devon and Dan Lyus, Director of Partnerships at the South West AHSN.

Nigel said: "I would like to thank Peter for his work on this project over the last six months which has provided foundations on which to build this important work. I'd also like to thank executive colleagues across the system for sharing their views, ideas and aspirations."

7. Virtual hospital beds to help care at home

Plans for virtual hospital beds that give people the care they need at home rather than being admitted to hospital are being developed in Devon.

Devon aims to establish the virtual beds by December 2023 that will support patients who would otherwise be in hospital.

This will include steps to prevent avoidable hospital admissions and support early discharge out of hospital.

Local Care Partnerships are currently identifying priorities for the pathways and conditions that could benefit from virtual wards and will produce detailed plans of their proposed models.

A Devon-wide steering group will then review the plans before submitting them to NHS England.

8. Update on Devon and Cornwall Care Record

The [Devon and Cornwall Care Record](#) will enable authorised health and care staff to see relevant details held by a range of health and care providers across Devon, Cornwall and the Isle of Scilly in a single record – giving them a more complete view of a patient’s history. It’s part of a national programme to transform information sharing across health and social care.

In recent months, the project has hosted webinars for primary care colleagues to find out more about the DCCR and learn how they can participate.

Although the DCCR does not radically change the care process, it is vital that patients and service users understand how care providers manage their data. Therefore, public engagement is a key aspect of the programme and a communications toolkit will be provided to participating organisations to inform their patients or service users about the programme and how it will improve their care and how data is kept safe and confidential.

The programme has also held productive meetings with Healthwatch in Cornwall and Devon.

To participate in the programme, all stakeholder organisations are required to sign a data sharing agreement (DSA) that specifically relates to the DCCR. The programme will continue to work with GP practices and other stakeholder organisations to increase the number of data sharing agreements in place. This will enable the wider health and care community to benefit fully from accessing information and provide better care for patients. If your organisation would like to participate, email d-ccg.devonandcornwallcarerecord.pmo@nhs.net

Extensive testing will also continue behind the scenes to ensure the system works correctly and patient information displays for the authorised clinicians and healthcare workers who will access the record.

9. A Bright Future – for children in Plymouth

A document setting out Plymouth’s priority areas for children and young people has been published.

[A Bright Future](#), the city’s children and young people’s plan, is the culmination of extensive city-wide multi-agency partnership working – before and during the Covid-19 pandemic – to think together about children’s needs and the city’s collective priorities and ambitions.

It has three priority areas, where local partners want to make a difference to children and young people: Safe; Healthy and Happy; and Aspire and Achieve.

Partners want all children and young people to have opportunities throughout their childhoods and into their adult lives, to feel safe, be physically and emotionally well and be able to learn, develop, aspire and achieve in their learning. Critical to this is tackling some of the root causes of deprivation in the city and the impact this has on attainment and aspiration. A Bright Future takes a partnership approach to working

together to wrap around families, to identify need early, support them during difficult times and build resilience.

10. Rural digital inequalities study published

The outcomes of a four-month project aiming to address digital inequality in clinical pathways in Devon [have been published](#).

The project was one of 10 across the UK, funded by NHSX and supported by Thrive by Design. This programme was a joint cross-sector initiative – Devon Clinical Commissioning Group and Devon Communities Together (DCT) applied for the funding, with the latter as project manager, alongside community wellbeing charity Wellmoor. The project ran from December 2021 to the end of March 2022.

As part of this piece of work, Devon Communities Together conducted a survey on how digital exclusion affects the lives of socially isolated people in later life living in rural communities in Devon. To prevent health inequalities developing in the future, this work aims to understand how we can support the target group to gain the skills and know-how to engage with the digital transformation with confidence.

In summary, the findings were:

- There is no 'one-size fits all' solution
- A hybrid/mix and match strategy is paramount
- Support from a trusted, digitally capable person is vital in the community
- Initiatives exist but not necessarily in rural areas distant from acute hospitals
- Accessing healthcare digitally in a community venue in rural areas ensures internet connectivity and social contact
- We know the positives – when it works well for many people, it saves time and money both ways and is better for the environment

These findings are due to inform an action plan forming part of the emerging ICS strategy.

11. NHS Devon constitution published

The outcomes of a four-month project aiming to address digital inequality in clinical

NHS Devon's constitution has been published. NHS England has [published the 42 constitutions](#) of the integrated care boards (ICB) as part of preparations for their formal establishment on 1 July. Devon's ICB will be known as NHS Devon. The governance arrangements set out in each constitution will support leaders in their role within their Integrated Care Systems (ICSs).

12. Supporting primary care integration

The Fuller stocktake outlines how integrated care systems can support primary care to work with other partners to improve population health and reduce health inequalities.

[Read about](#) the next steps for integrating primary care in this latest publication. NHS Confederation have [also outlined](#) six areas that ICS leaders could focus on to support primary care to improve patient outcomes.

13. Dates for more local responsibility for services

NHS England has set out the next steps for delegating responsibility for more services to local systems.

In a [letter to systems](#), Mark Cubbon, Chief Delivery Officer, says that from 1 April 2023, NHS England plans to delegate responsibility to integrated care boards for all pharmaceutical, general ophthalmic and dental services. The letter also contains details on the timetable for delegating other services.

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