



**Dorset**  
Council

**Dorset Health and Wellbeing  
Board**

Our Dorset – Looking Forward

Date of Meeting: 30 October 2019

Lead Member: Councillor Rebecca Knox

Lead Officer:

Executive Summary:

This paper follows on from the informal Health and Wellbeing Board session held on 11 September 2019 to discuss the first draft of our local five-year strategy responding to the national NHS Long Term Plan. It builds on our existing Sustainability and Transformation Plan (STP), which set out our aspiration to become an integrated care system, with a focus on delivering sustainable health and care services, shifting care closer to home, and delivering a radical scaling up of prevention to help people stay well.

While we are proud of what we've achieved, this challenging transformation programme is far from complete. The focus of our new plan, Our Dorset – Looking Forward, recognises the opportunities that come from bringing services together in communities to improve outcomes through more personalised care, tackling inequalities in access, and driving improvements in quality by delivering services differently.

Factors that keep people well are more than just health and care services, and the plan recognises opportunities to work more closely across the system on the broader work of councils, as outlined in their developing corporate strategies. Working in partnership with community groups, communities and local people can make a real difference – particularly with groups that may not have always been served well.

At its heart this plan sets out ambitious aspirations to take a population health approach to improvements for people in Dorset. This essentially means understanding the different needs of the whole population, and who may best be placed to help. As we redesign and improve services in our communities, better information about local populations' health and wellbeing needs will be used to work out how to provide support and care in a more effective and efficient way that meets individual needs

Our aspiration is for everyone to **start well, live well, age well and die with dignity** no matter where they live or what their circumstances are.

As Our Dorset – Looking Forward builds on existing plans, there has already been extensive engagement and consultation for many of these underpinning plans. Healthwatch Dorset engaged with local people between May and June 2019 to understand their views about national and local plans, and their experience of our health and care system. Throughout the summer there have also been specific stakeholder events and an online survey, with themes from this feedback currently being pulled together by Bournemouth University.

Alongside the narrative document outlining our plans, NHSE requires the CCG to submit specific high level detail on finance (predominantly NHS finances), activity (in secondary care as this is what we currently measure) and workforce (predominantly NHS) for the system against a 'do nothing' scenario and showing potential high level solutions. It is

recognised across the Dorset Integrated Care System (ICS) that this work is an iterative process, as we continue to work on building a better understanding across all parts of the system. These high level plans will not tie organisations into these models as more robust work is undertaken to shape plans into detailed delivery work streams.

Initial plans were shared with partner organisations and NHS England/ Improvement during September, with initial feedback received on 9 October 2019 followed by a meeting with NHS England/ Improvement held on 15 October 2019. The plan continues to be updated to reflect the feedback received.

### **Next steps**

The second draft of this plan will be submitted to NHS England/ Improvement on 1 November 2019. Following feedback from NHSE and further work as needed, the final draft to be submitted on 15 November 2019.

Input from both the formal and informal session of the 11 September, along with the emerging draft of Dorset Council's corporate strategy has informed the submission and final draft.

### Equalities Impact Assessment:

The plan brings together a diverse range of underpinning plans and strategies across different work streams. Equality impact assessment is considered at this level rather than for Our Dorset – Looking forward as a whole. However, central to the plan is an understanding of our local challenges including inequalities and how these can be addressed to meet our aspiration for everyone in Dorset.

### Budget:

Our Dorset – Looking Forward highlights the financial challenges for the Dorset system if we do nothing, both for the local NHS and for our local authorities. It also outlines plans to address this gap, and will provide a framework for how we continue to work together as a system to address this issue.

Partner organisations across the system support this work as part of their own transformation, cost improvement or service improvement work, and there are additional funds that we can draw on because of the way we work as a system. Over the last three years our Integrated Care System work has helped to secure additional funding for the Dorset system through a variety of funding routes, including NHSE transformation funds, HEE funds to support workforce development, Sport England Active Ageing fund, the Department for Transport Transforming Cities Fund, and the National Lottery & National Trust's Future Parks Accelerator fund.

One element of the plan sets out how we will use the additional allocations from NHSE over the next 5 years to meet national requirements in tandem with our local plans.

### Risk Assessment:

Given the financial risk if we do nothing, and the breadth and complexity of the plan the level of risk has been identified as:

Current Risk: HIGH  
Residual Risk: MEDIUM

Climate implications:

Nationally the NHS, Public Health and social care have committed to reducing their carbon footprint by 34 per cent by 2020 and reduce carbon emissions by 28 per cent by 2020/21. Dorset Council declared a climate emergency and has established an Executive Advisory Panel to discuss and form policies as to how the council will set carbon reduction targets.

We will continue to reduce the impact of the environment through creating green spaces for people to be active, using digital technology where we can, reducing unnecessary car journeys and making sure our buildings are efficient as possible.

Other Implications:

Our Dorset – Looking Forward is structured around core themes, and recognises that we need to make progress in each of these areas to deliver better health outcomes for local people, with higher quality care that's financed in a sustainable way. Workforce and digital are key enablers that require specific focus – both to manage our existing gaps and challenges, but also to radically shift the way that we currently work.

A key setting is the places we live in, and our voluntary sector, community groups, communities and local people have a key role to play, alongside health and care services to deliver integration and better health on the ground for local people.

Partner organisations across the system all have a role in ensuring that together our approach to employment, procurement, environmental sustainability and their use of physical assets contributes to the well-being of local communities and improving the economic contribution of the health and care system in Dorset.

This plan, together with the Dorset Council corporate strategy, will inform the refresh of the Joint Health and Wellbeing strategy next year.

Recommendation:

Members are asked to:

- consider and approve the direction of travel within the plan;
- delegate authority to the Integrated Care System Leader (Tim Goodson) to approve the final version of the plan for submission to NHSE on 15 November

Reason for Recommendation:

The Health and Wellbeing Board is a formal committee of Dorset council that is charged with promoting greater integration and partnership between the NHS, public health and local government. It brings together key leaders from the local health and care system to work together in improving the health and wellbeing of Dorset council residents. The Board already receives regular updates on the LTP, progress with prevention at scale plans, and oversees the Better Care Fund. The Board therefore has a clear role in testing and supporting the next iteration of our system plans.

Appendices:

Appendix 1: Our Dorset Looking Forward Executive Summary- Draft  
Appendix 2: Our Dorset – Looking Forward- Draft

Appendix 3- Our Dorset Looking Forward Plan on a Page and Transformation Map- Draft

Background Papers:

Original STP plan, published October 2016 - '[Our Dorset](#)  
[Joint Health and Wellbeing Board Strategy 2016-2019](#)

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