

Date of Meeting: 26 September 2019

Portfolio Holder: Cllr L Miller, Adult Social Care and Health

Local Member(s):

Director: Sam Crowe, Director of Public Health

Executive Summary:

Our Dorset – Looking Forward is the emerging local five-year strategy, responding to the national NHS Long Term Plan. It builds on our existing Sustainability and Transformation Plan (STP), which sets 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.

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.

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:

N/A

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 note the progress and next steps in the development of Our Dorset – Looking Forward.

Reason for Recommendation:

To keep Members informed and up to speed with the development of the Our Dorset – Looking Forward plan. This is an important plan for the system that includes both Unitary Councils as key partners in the reforming health and care system.

Appendices:

N/A

Background Papers:

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

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1. Introduction

The Dorset Health and Wellbeing Board used its informal development session, on 11 September 2019, for an in-depth review of the emerging local five-year strategy, responding to the national NHS Long Term Plan. It builds on our existing Sustainability and Transformation Plan (STP), which sets 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 well* 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, NHS England 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.

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, including specific expectations regarding prevention and inequalities, in tandem with our local plans.

Next steps

Papers are going to each ICS partner organisation's Boards throughout September to approve direction of travel, whilst we continue to refine plans. A draft will then be submitted to NHS England. Following feedback from NHSE and further work as needed, we expect the final draft to be submitted in November.

The emerging draft of Dorset Council's corporate strategy will also inform the submission and final draft.

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 STP, 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.

Given national timescales for submission of the final draft and scheduling of relevant meetings it is expected that an appropriate representative at the System Leadership Team will need delegated authority for approval from the Dorset Health and Wellbeing Board.