

# One Northern Devon Development Day – 23 November 2018

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## Morning Discussion – Strategy and Commissioning Functions

### Setting the scene and reviewing our strengths

The discussion was opened by John who talked through a PowerPoint recapping the work to date on the functions of the group and the possibilities moving forward and a potential focus/framing for the work around “well-being”. This was followed by a lengthy discussion of the ICS Strategy on a page and how it relates to other areas of focus. The three goals that had most resonance for the group were those around eliminating health inequalities, collaborating to build thriving communities and providing outstanding services.

In discussing the core work of an integrated care system the group identified their own strengths and preferences for each phase of work

Intelligence gathering – James, Mark, Andrea, Tracy, Andy and Janet

Setting priorities – Jenny, James (GP), and John

Co-designing – Mark, Andrea, Jenny, and Andy

Mobilising resources – James(CCG), Toby, and Mark

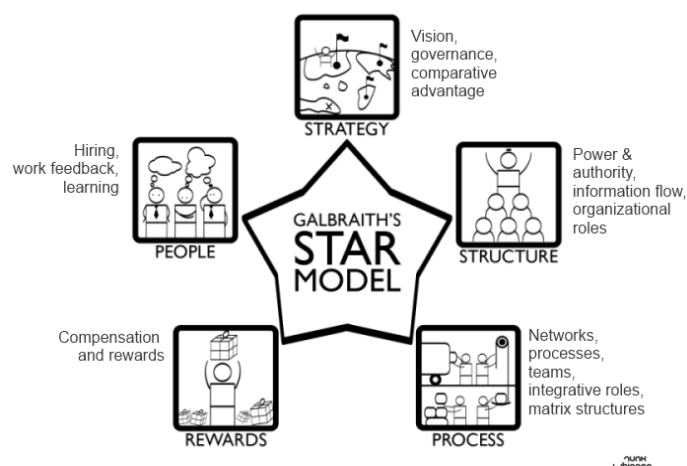
Delivery – Toby, Gary and Janet

Review – Tracy

And John – the Whole

### Design Thinking

Julie introduced the Star Model as a way of thinking about holistic Organisation Design



The group then divided into two groups and one group looked at the overall design of the One Northern Devon Group and the other explored an example of a project that could be tackled “loneliness” to explore how the Organisation Design of One Northern Devon might work.

## Overall Star

<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Agree 10 year purpose and goals</li> <li>• Link to Health and Well Being Board</li> <li>• Identify priority projects and shared priorities</li> <li>• Understand all participating organisation decision making processes             <ul style="list-style-type: none"> <li>• Prevent and reduce</li> <li>• What needs joining up?</li> <li>• OND and Partners</li> </ul> </li> <li>• Data on strategic and local priorities = mutuality</li> </ul>	
<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Local autonomy / empowerment</li> <li>• Engage elected members as key stakeholders</li> <li>• Collaboration between partners must add benefit</li> <li>• Shared ownership of issues that might not be tackled</li> <li>• Sharing of assets</li> </ul>	<p><b>Structure</b></p> <ul style="list-style-type: none"> <li>• Decision makers</li> <li>• Resources Money or People</li> <li>• Board with partners and a chair</li> <li>• PH leadership role in intelligence</li> </ul>
<p><b>Rewards</b></p> <ul style="list-style-type: none"> <li>• Valued by local population</li> <li>• tangible benefits</li> <li>• reduced demand</li> <li>• hold ourselves to account</li> <li>• peer recognition</li> <li>• closer working relationships across the foot print of OND</li> </ul>	<p><b>Processes</b></p> <ul style="list-style-type: none"> <li>• Mechanism to assess priorities with criteria and topics coming from partners and communities</li> <li>• Harness other groups (MXI, D&amp;A etc)</li> <li>• Public engagement</li> <li>• Annual summit to review plans (with members invited)</li> <li>• Pooling of resources around projects</li> <li>• Data analysis to review and validate</li> <li>• Understand Northern Devon performance</li> <li>• Risk</li> <li>• Analyse opportunities to align activities</li> <li>• Assets map</li> </ul>

## Exploration of Loneliness

This group explored the process needed to tackle an issue such as loneliness, describing the steps they would go through and what would be needed to enable this to happen.

<p style="text-align: center;"><b>Strategy</b></p> <p>One Northern Devon's role is for both:</p> <ol style="list-style-type: none"> <li>1. Prevention of issue .... 10 year strategy</li> <li>2. Treatment of issue ... 12 month plan</li> </ol>	<p style="text-align: center;"><b>Enablers</b></p> <p>Brave leadership (currently there are varying risk appetites) Political buy-in</p>
<p><b>Steps required when tackling specific issue</b></p>	<p><b>Enablers</b></p>
<p><b>Intelligence gathering</b> Bash it out together. Make sure all partners get a good understanding of:</p> <ol style="list-style-type: none"> <li>1. How the issue affects individuals?</li> <li>2. How it affects our organisations (including current input)</li> <li>3. How it impacts the Northern Devon system (including public health data)</li> </ol> <p>We will start by asking ourselves a series of questions:</p> <ul style="list-style-type: none"> <li>• What's the problem we are trying to fix?</li> <li>• How do we define lonely?</li> <li>• Why are we trying to fix this problem?</li> <li>• How many people are affected?</li> <li>• How does it affect them?</li> <li>• Who are affected?</li> <li>• Where are they affected?</li> <li>• What is the impact on the system (all services)? To partner organisations: <ul style="list-style-type: none"> <li>○ Why is this an issue for you?</li> <li>○ What's your input (strategic &amp; operational) into the issue?</li> <li>○ What will be the benefit to your organisation if this issue is reduced from 80% to 40%?</li> </ul> </li> <li>• What do we do that increases the problem?</li> <li>• What are the underlying causes of the problem?</li> <li>• What does good look like? Identify measures that help us understand whether we are meeting the purpose/delivering the benefit</li> </ul>	<p><u>This will require:</u> Co-ordination Public health input Citizen engagement Business intelligence/data analyst time from each organisation Staff engagement</p> <p>Time/capacity for OND Board to spend together understanding the issue from all sides.</p>
<p><b>Understanding the place-based assets available</b></p> <ul style="list-style-type: none"> <li>• What have we got locally to tackle this issue? Each partner plus other local organisations relevant to the issue, ie Age Concern.</li> <li>• What can we learn from the national evidence base?</li> <li>• What could OND apply for national and other funding for?</li> </ul>	<p><u>This will require:</u> Community asset mapping System asset mapping Engagement with other relevant organisations Researching national evidence base Researching funding options</p>
<p><b>Test/proof of concept.</b> This should be by geography so that communities can be part of the solution. Co-produce in communities a series of interventions</p> <ul style="list-style-type: none"> <li>• Prevention – long term structural changes with other partners. Impact assessment in our organisations. Loneliness impact etc. How do we put this into our operational way of working?</li> <li>• Treatment <ul style="list-style-type: none"> <li>○ Intervention at community level</li> <li>○ Communities need to be signed up with a social contract to deliver. Activated communities.</li> <li>○ Agree outcome measures and how it will be monitored</li> </ul> </li> </ul>	<p><u>Prevention</u> <u>This will require:</u> New governance arrangements in each partner organisation to enable long-term policy changes</p> <p><u>Treatment</u> <u>This will require:</u> Activated communities working as systems Co-production with communities</p> <p>General: Legal form that allows finances to be applied for and held. Research - NIHR</p>

## Conclusion

The morning discussion concluded with an agreement to:

- begin the process of setting up a formal organisation that can receive money
- agree an outline, based on the Loneliness approach above, that will be used when tackling priorities
- agree a mechanism to agree priorities of OND in short-term and long-term
- agree a set of principles to guide the work of OND

## ACTIONS:

- AB to circulate options appraisal for legal structure of One Northern Devon
- Outline of approach for tackling priorities on next OND agenda
- Outline of mechanism to agree short and long term priorities of OND on next OND agenda
- OND principles to guide work going forward on next agenda

## Afternoon discussion – Supporting Communities

The discussion was again opened by John with a shorter introduction more focused on the well-being aspects and the desire to support Communities.

## ICS Strategy Discussion

The group discussed in pairs and trios what their reactions were and were again drawn to working on inequalities, and collaboration. Some of the terms in the SoaP were noted as needing discussion – to help define what world class is, to explore what support and services mean, and to be clear on what outstanding service means locally.

## Review of the work in Communities

The groups answered four questions

1. What are we proud of?
2. What are our issues and problems
3. What are our hope and aspirations
4. What are your fears (things you want to avoid)

Q	One Ilfracombe	Live Well in Braunton	One Bideford	One Barnstaple
1	<ul style="list-style-type: none"> <li>• Relationships we have built</li> <li>• Acting as a catalyst to bring agencies together</li> <li>• Well attended meetings</li> <li>• Good community representation</li> <li>• Positive agendas</li> <li>• Resilient despite austerity</li> <li>• OI principles adhered</li> </ul>	<ul style="list-style-type: none"> <li>• Support and engagement of our community</li> <li>• Directory – Braunton and Surrounding Areas</li> <li>• Establish links with other organisations in the community</li> <li>• LOGO – local school involved and Perigo</li> </ul>	<ul style="list-style-type: none"> <li>• Joint working</li> <li>• Good partner relationships</li> <li>• Being part of the community</li> <li>• Three vehicles – funded!</li> <li>• Over 500 referrals</li> <li>• Website</li> <li>• The First contract NHS/DCC your</li> </ul>	<ul style="list-style-type: none"> <li>• The First meeting arranged for 12 December</li> <li>• Lots of positive responses across-the-board (councillors, agencies, Voluntary</li> </ul>

	<ul style="list-style-type: none"> <li>to</li> <li>Continuity</li> <li>Introduction of 'Town Team'</li> <li>Pioneer of social prescribing</li> <li>Vision and Town Strategy</li> <li>Connected Academy with local businesses</li> <li>Concept of the Virtual Bank to identify all public spending in Ilfracombe</li> <li>Identified duplication and wasteful spending</li> <li>Diabetes well being group</li> <li>Delivery of projects with positive outcomes</li> </ul>	<p>(local employer)</p> <ul style="list-style-type: none"> <li>Website - to be launched next week!</li> <li>NDV Will hold our contract hello stuff</li> </ul>		<ul style="list-style-type: none"> <li>sector</li> <li>Commitment/energy/timing</li> <li>The Voluntary sector commitments</li> <li>Attending forums - wanting a voice</li> <li>Community action</li> </ul>
2	<ul style="list-style-type: none"> <li>Sustainable funding for core costs</li> <li>Inability to initiate worthwhile identified projects</li> <li>Funding cycles</li> <li>Lack of concrete evidence around community projects</li> <li>Capacity</li> <li>Defining boundaries</li> <li>Quantifying value of initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Funding for the Community Connector</li> <li>The glue that will bring it together</li> <li>Help with governance issues</li> </ul>	<ul style="list-style-type: none"> <li>Can't onward refer to services - need to refer back to H and SC services</li> <li>Over 500 clients - NHS or social care</li> <li>Self refer or referred to by other agencies - would like to be part of the system - lack of recognition</li> <li>Would love to have hospital parking permit would really help to deliver services e.g. transport</li> </ul>	<ul style="list-style-type: none"> <li>Size of community - range of issues - different communities</li> <li>Resilience of community/voluntary sector</li> <li>Changing community working</li> <li>Different communities - sacred media</li> <li>Reliance on volunteers - safe - sustainable</li> <li>Tackling the big problems</li> <li>Need to get on and do - not getting bogged down in the debate</li> </ul>
3	<ul style="list-style-type: none"> <li>Sustainability of purpose</li> <li>Expand activities based on proven outcomes</li> <li>Further strengthen evidence-based approaches</li> <li>Communicating better with the bulk of local community with regard to the advances made by One Ilfracombe</li> <li>Improved credibility with some agencies, particularly local authorities</li> <li>Deliver commissioned services</li> <li>Vehicle and hub for community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Will be community focused and driven so sustainable model</li> <li>Building this up so we are providing the most appropriate support</li> <li>Three year plan</li> </ul>	<ul style="list-style-type: none"> <li>Would like to have a big building and to own a building (Cut running costs)</li> <li>Seven days a week</li> <li>What's up to worry about funding - would like to be commissioned service</li> <li>Can have a long-term plan</li> </ul>	<ul style="list-style-type: none"> <li>Connecting with people, communities and agencies</li> <li>Increasing knowledge and understanding of what is on the menu you can do what and how we can work together</li> <li>Creating a community that wants to connect and see the benefits</li> <li>Build strong relationships between agencies and communities</li> </ul>
4	<ul style="list-style-type: none"> <li>Political agendas and changing political attitudes</li> <li>Return to silo mentality</li> </ul>	<ul style="list-style-type: none"> <li>Not sustainable - need to build a sustainable model</li> <li>It will not be community</li> </ul>	<ul style="list-style-type: none"> <li>Running out of funding</li> <li>Chasing the funding</li> <li>Closing</li> </ul>	<ul style="list-style-type: none"> <li>Raised expectations - not realise</li> <li>Unsustainable action/activities</li> </ul>

	<ul style="list-style-type: none"> <li>• Too much reliance on Goodwill</li> <li>• Transient involvement by some influential persons</li> <li>• Unable to continue due to lack funding</li> <li>• Yeah loss of support from core support (Ilfracombe Town Council)</li> </ul>	<p>driven</p> <ul style="list-style-type: none"> <li>• Governance “treacle”</li> <li>• Navigating current legislation so does not prove to be a barrier to providing services and support</li> </ul>		<p>es</p> <ul style="list-style-type: none"> <li>• Funding</li> <li>• Inclusion – not reaching everyone or then those most in need</li> </ul>
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### Conclusion

Communities committee of OND with rep from main board and rep on the main board.

Format of future meetings once the priorities and outline work plan agreed

Step 1 discussion can happen at Morning OND session

Step 2 can follow up at afternoon communities committee