



One System, One Aim

How to deliver a system plan across the Devon Success Regime

- Governance, Assurance and Risk



What are we trying to achieve?



One System, One Aim

We are creating a set of structures, process and behaviours to underpin the connected delivery of a single system plan covering the Devon Success Regime

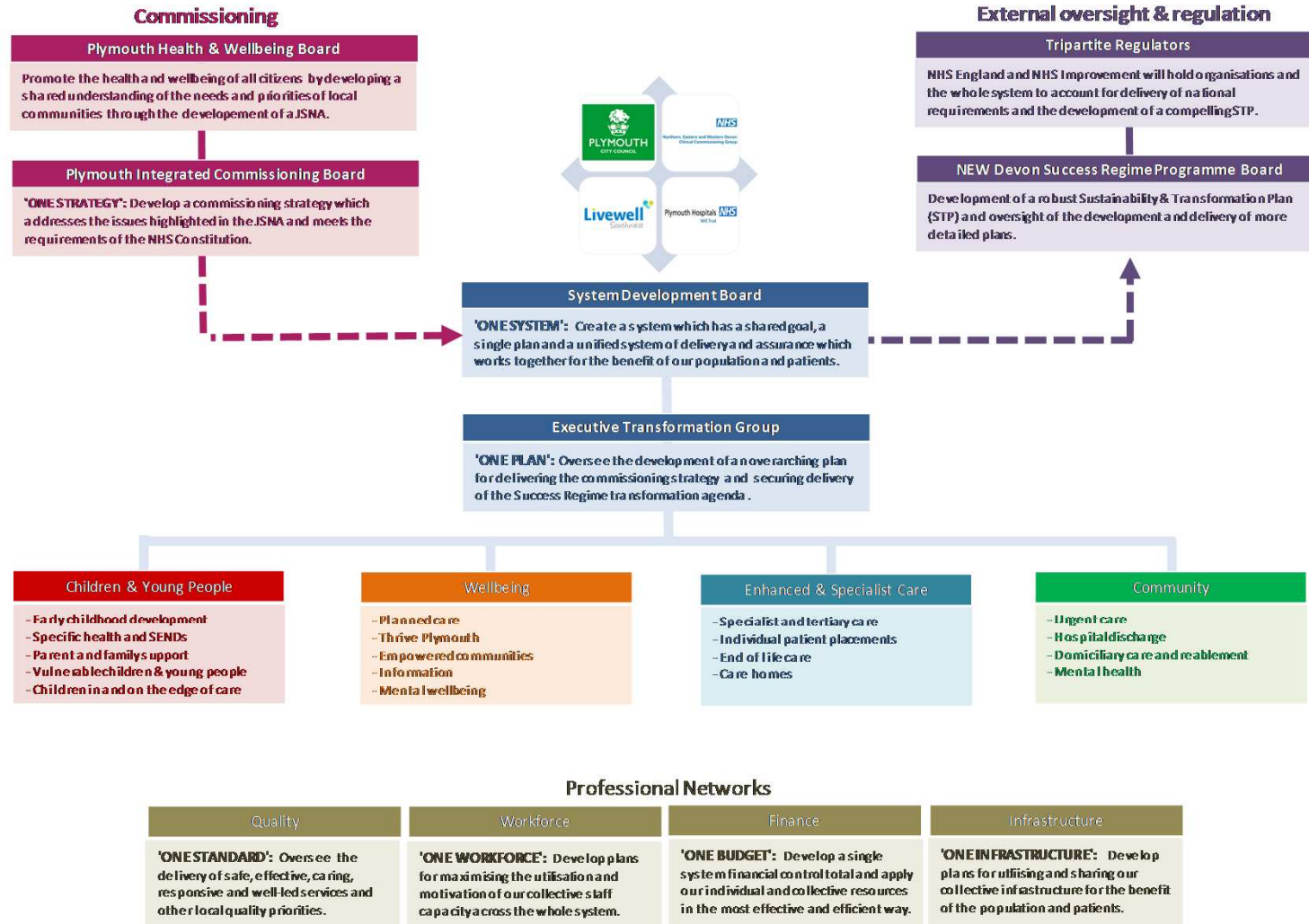


Background and Purpose



- Deliver requirements of the Sustainability and Transformation Plan
- High level governance in place and emerging, enabling local delivery
- Describe:
 - How a system plan can be delivered through the collective effort of a number of organisations
 - How known and emerging risks can be managed
 - How the system effort will see significantly better performance and outcomes that has been seen previously.
- Showing:
 - How we will achieve better working as a single system
 - The foundations we are building on
 - The understanding of the challenges we need to address and where we need to demonstrate our improvement
 - The level of commitment to the single system plan and the work we are doing to underpin the ambition

Leadership and Governance



One Plan



Aim - Create a single delivery plan for the health and wellbeing community.

- **One agreed plan** with mandated and consistent approaches for delivery in 2016/17 and for longer term consultation delivering greater levels of change
- **One set of theme leads** using programme management office (PMO) and control centres, managed by a single System Steering Group – a **consistent change environment**
- **One lead in each delivery patch** for the patch delivery plan – held to account by the System Steering Group

One Plan



What we have

- Well constructed, tested and reviewed plan for 16/17 agreed by all organisations
- Outline delivery structure and plans
- Commitment to single mandated approaches across all organisations
- Clear and robust link to financial plan

What we need to do next

- Establish single system PMO incorporating the systems that work well, such as commissioning control centres
- Establish patch delivery responsibility and process
- Create single reporting structure
- Agree risk mitigation approaches
- Redirect commissioner and provider resources to the delivery of the system plan in each patch

One Plan: Plymouth and Western



- Priority One** Review and Redesign the Urgent Care System
- Priority Two** Transform Services for Children and Young People
- Priority Three** Redesign and Remodel the System of Elective Care
- Priority Four** Reduce the amount spent on Individual High Cost Packages of Care
- Priority Five** Develop an Integrated System of Health and Wellbeing Hubs
- Priority Six** Implement the implement the Five Year Forward View for Mental Health, embed in all priorities and align to the Complex Needs System
- Priority Seven** Develop and redesign primary care as part of the system of health and wellbeing

One Standard



Aim: Deliver safe, effective, caring, responsive and well-led services across the whole of the system

- A **single view of system performance** with organisational level detail with improved performance hitting agreed trajectories
- **System Assurance meetings** and **System Recovery Plans** to replace and improve on Integrated Assurance and Performance Management (IPAM) and contract processes

One Standard



What we have

- Well developed, consistent models (Integrated Provider Assurance Meetings – IPAMs) to review contract performance and quality delivery
- A CCG level view of performance across all organisations
- Performance trajectories for NHS Constitution standards in 2016/17
- Clear links to system plan activity and finance

What we need to do next

- Enhance IPAM meetings to become Integrated System Assurance Meetings
- Establish mechanisms for system and patch assurance to joint regulators
- Describe revised patch quality assurance
- Develop and implement system performance assurance and remedial action plan processes
- Develop enhanced reporting process for single system performance view

One Budget



Aim: Adopt a single system financial control total and apply our shared resources in the most effective and efficient way.

- Maintain **single finance plan** with **control over whole system** financial performance and outturn
- Agree **recovery mechanisms** for off target performance and handling of overall position within each organisation's accounts

One Budget



What we have

- A single system financial plan for 2016/17 and agreed Success Regime 5-year model
- Delivered system wide control totals for 2015/16; a foundation of joint working
- Eradicated discrepancy between commissioner and provider financial positions
- Agreed single leadership through a System Director of Finance
- An unparalleled commitment to the time and meetings required for joint working

What we need to do next

- Agree relationship between Joint DoFs' Group and delivery of the system plan through the Steering Group
- Agree process with Joint Regulators for oversight of system financial plan
- Agree handling strategies for emerging financial issues, within a system plan context
- Embed system behaviours evident in DoFs relationship in wider finance and contracting teams

One Workforce



Aim: Maximise the utilisation and motivation of the people working within the health and wellbeing community.

- Create a forum for **delivering the best strategy for workforce** for 16/17 and in the longer term

One Workforce



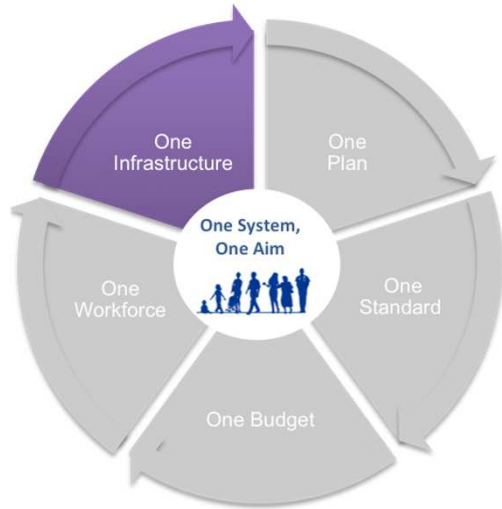
What we have

- Organisational understanding of workforce challenges and issues
- High-level shared view of workforce challenges in the Devon and Plymouth area and across the Peninsular
- Agreed actions on agency staffing

What we need to do next

- Create a forum for discussing workforce issues
- Agree short term system actions for 2016/17
- Undertake analysis to underpin the delivery of the Success Regime ambitions over the next 5 years with the appropriate workforce
- Ensure system working is underpinned by strong workforce network

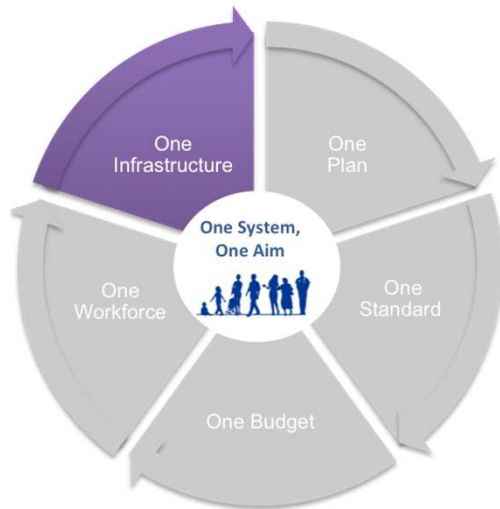
One Infrastructure



Aim: Utilise our assets such as land, buildings and information technology in an integrated manner.

- Ensure **greatest benefit and utilisation** for working collectively on infrastructure in pursuing the single plan

One Infrastructure



What we have

- An agreed digital roadmap covering all NHS System organisations
- Two Local Estates Strategies covering the two delivery patches
- Initiatives such as One Public Estate looking to liberate land and building changes
- Clear opportunities to rationalise and improve efficiency and effectiveness through better use of infrastructure

What we need to do next

- Ensure digital roadmap agenda is a key enabler of the system plan and success regime and firmly linked to transformation workstreams
- Ensure Local Estates Strategies are owned and shared by all organisations in the community and can act as the key driving document for land and building changes

Delivering One System, One Aim



- Engagement
- Management of risk
- System behaviours
- Key challenges