



Dorset

Making Dorset the healthiest place to live

Joint Forward Plan:
2023-2028

2023-2028

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healthiest place to live**

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Contents

02	Introduction
04	Dorset's integrated care partnership
06	About us
11	Vision and values
15	About Dorset
21	Health and wellbeing board statement
23	Working in partnership with people and communities
26	Our plan
28	Outcome one
35	Outcome two
43	Outcome three
50	Outcome four
57	Outcome five
66	Enabling plans



Elements of this document are clickable.



Introduction

We all want Dorset to be a healthy place where you can live your best life. This means taking care of our bodies and minds to stay well. The way we provide services is changing to meet your needs. We still need to give medical help when you need it, but we also want to work with you to focus on preventing illness and promoting wellbeing.

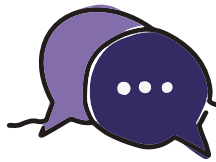
When we improve our physical and mental health our communities become healthier places. Our goal is to make sure everyone in Dorset has a chance to live their best life, and this plan shows how we will achieve it. The review into integrated care systems by Patricia Hewitt encourages more investment in prevention, and on moving the focus from simply treating illness to promoting health and wellbeing.

One important focus of our plan is wellbeing. We want to create communities where you have the best chance of living a healthy life. By creating opportunities and the right environments for you to make and act on healthier choices, we can transform our communities and make Dorset the healthiest place to live.

When it was founded in 1948, the NHS was the first universal health system to be available and free for everyone. As we celebrate 75 years of the NHS, it is a reminder that the NHS has always evolved and adapted to meet the needs of each generation. This is still the case today.

Working side by side with you, health and social care organisations, community and voluntary organisations, and with local businesses, we can make Dorset the healthiest place to live.

Our plan has five areas of focus — our five outcomes are:



We will **improve** the lives of **100,000** people impacted by poor **mental health**.



We will prevent **55,000 children** from becoming **overweight** by 2040.



We will **reduce the gap** in healthy life expectancy from 19 years to **15 years** by 2043.



We will **increase** the percentage of older people living well and **independently** in Dorset.



We will add **100,000** healthy **life years** to the people of Dorset by 2033.

“This is an exciting time for the NHS. Building on the progress we have already made as an integrated care system we can improve outcomes and tackle inequalities. By working together and listening to local people we can truly make the changes we need so people can live healthier lives for longer.”



Jenni Douglas-Todd
Chair
NHS Dorset

Read more about these outcomes and how we will achieve them on [page 26](#).

Dorset's integrated care partnership

The integrated care partnership is a group jointly formed between NHS Dorset and local councils. It brings together a broad range of people who are concerned with improving your care, health, and wellbeing. This includes police, fire, higher education providers, the business community, and voluntary and community groups.

Dorset has an Integrated Care Partnership Strategy – Working Better Together.

 www.ourdorset.org.uk/strategy

This strategy explains where we are now, what we hope to achieve, and how we're planning to do that. It sets out how the NHS, councils, and other members of the integrated care partnership will work together to make the best possible improvements in health and wellbeing for everyone. This means changing the way we work to provide the right health and care services across Dorset.

This joint forward plan outlines how NHS organisations in Dorset will support the aims of the integrated care partnership Strategy working with you and other local organisations.

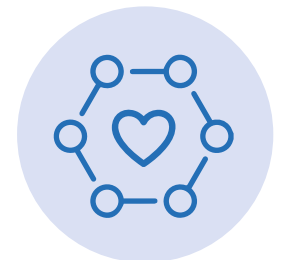
Prevention and early help



Thriving communities



Working better together



Illustrative map of Dorset



About us

NHS Dorset Integrated Care Board was established on 01 July 2022. We have a legal responsibility to plan and make sure you have the health and care services you need. You can see what we mean by health and care services below.



Pharmacies

- Experts in medicine who help with minor health concerns
- Provide medicines either prescribed by a doctor or those you can buy yourself



Dentists

- Your main point of contact for mouth, teeth and gum health
- Some services are provided on the NHS and some on a private basis



Opticians

- Your main point of contact for your eyes
- Provides eye tests, fits glasses and contact lenses



NHS 111

- General health information and advice
- Help with an urgent need that is not life threatening
- Major or minor injuries
- Appointment bookings for urgent care
- Out of hours GP practice services



GP practices

- Your local GP practice is the main point of contact for general healthcare needs.
- Practices employ a range of people including nurses, physiotherapists as well as doctors
- They help with ongoing health issues, illness that doesn't improve with self-treatment and any worries you have about your health



LiveWell Dorset services (provided through Public Health Dorset)

- Helps people live healthier lives focusing on moving more, managing weight, stopping smoking and drinking less
- Provides information, personalised coaching and support



Social care (provided through local councils)

- Helps people with social care and what support they may need
- Supports people to stay well at home
- Supports carers who look after people



Community services (including mental health)

- Minor injuries units and urgent treatment centres can treat you if your injury is not life threatening or serious
- Supports communities to stay well through district nurses, clinics and therapies
- Provides mental health services, crisis support and specialist services in hospital



Acute hospitals

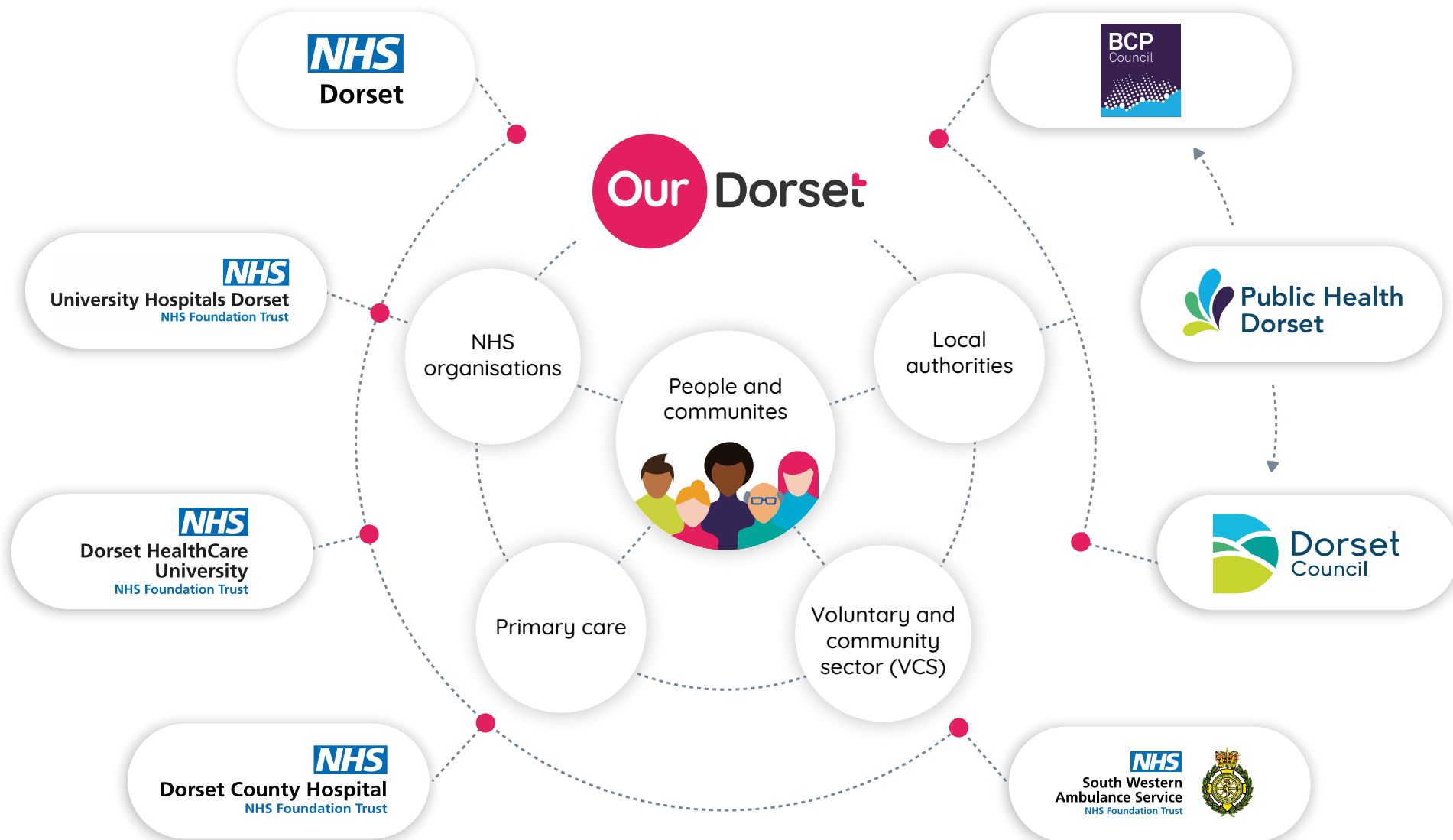
- Specialist medical treatment including surgery
- Diagnostics including samples, imaging (x-rays) and analysis
- Accident and emergency departments for life threatening injuries and conditions



Ambulance service

- Call us on 999 if you have a life threatening situation
- Provides ambulance and paramedic care
- Transfers people to a hospital or other setting for more services

We are part of the Dorset integrated care system which is made up of several organisations, working together locally, to deliver health and care services to you. You can see each organisation in the illustration below.



There are four key areas we must achieve. These are improving outcomes, tackling inequalities, improving productivity and value for money, and supporting social and economic development. This is not something we can do alone. We will only achieve this by working with you, other health and care organisations, local businesses, higher education and the wider community and voluntary sector. You can see how we plan to do this below.



Improve outcomes in population healthcare

- Put the health and wellbeing of people at the heart of everything we do
- Commission services based on outcomes which are codesigned with citizens
- Utilise data, research, and evidence to improve outcomes
- Develop a clear assurance process built on relationships of trust



Tackle inequalities in outcome and access

- Put Population Health Management (PHM) at the centre providing critical insights
- Target resources and funding toward communities focusing on PHM critical insights
- Focus on people and diverse needs ensuring we are outcome focused
- Support our people to act as inequality ambassadors



Enhance productivity and value for money

- Identify opportunities through benchmarking and best practice
- Monitoring through a range of techniques
- Develop ownership by all teams and capability to set, monitor, and analyse innovative ways of delivery through collaboration with wider system partners
- Develop processes and underpinning systems



Help the NHS deliver broader social and economic development

- Data driven understanding of our places
- Codesign and co-creation with communities
- Keeping things local
- Health and care as the employer of choice
- Partnership working to maximise value

We want to make sure services are high quality and meet your needs. We believe in listening to people and communities across Dorset. You can see how we are planning to do this on [page 23](#). We want to understand things from your point of view and use your knowledge to create services which truly meet the needs of everyone. We want to make sure everyone has access to the right support so you can live your best life. Our goal is to help everyone live healthy, happy lives from birth until the end of life.

Our plan is important because it supports the things you have told us matter most to you. We are not starting from a blank page, we have made sure our previous plans have been taken into account, such as the [Sustainability and Transformation Plan](#), the [NHS Long Term Plan](#) and the Clinical Services Review. Our plan also considers information from the Joint Strategic Needs Assessment. This is an assessment of current and future health and social care needs. It is very useful when developing plans because it is a structured way of reviewing the health and wellbeing needs of the Dorset population.

We have a strong history of inventive projects which have made a positive impact on people and communities in Dorset. We have faced various challenges along the way and have learned some valuable lessons. These experiences have been helpful in guiding and shaping the future of our health, care, and wellbeing services.



Vision and values

Our vision is to make Dorset the healthiest place to live. By working together, we can achieve the best possible improvements in your health and wellbeing.

“We have a clear vision – working together to achieve the best possible improvements in people’s health and wellbeing. We want to support our communities to live their best lives. We know from listening to you that this can only be done by supporting you to create thriving communities. We want to support you to build strength in citizenship and the assets our communities already have, focusing on prevention and early help to support you to live long, not just healthy lives but also happy lives.

We are determined to put you at the heart of everything we do, trying hard to understand the challenges you face, making sure our decisions are driven by you and empowering you wherever we can to develop the right solutions.

If we are serious about reducing health inequalities, we need to play our part in developing our communities and local economy. We can only do this by first understanding what life is like for those who live in Dorset from many different backgrounds and experiences.”



Patricia Miller OBE
Chief Executive
NHS Dorset

Themes

To support this vision, we have focused on three themes which are set out in the integrated care partnership strategy. These themes outline what we are doing to make this happen.



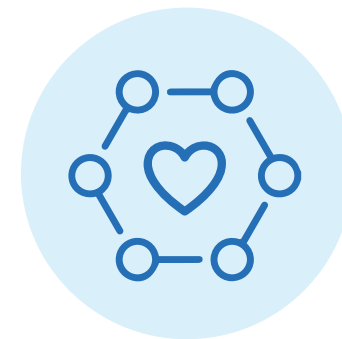
Prevention and early help

We listen and involve you in decisions about your health and wellbeing, care, and support needs. We adjust where needed to improve your outcomes, access, or experience, to improve equity, and reduce inequalities in health.



Thriving communities

We work more closely with communities and voluntary sector organisations to support you and improve your health and wellbeing. We will provide more opportunities for friends, family, and peer supporters to help you thrive, or to recover when you are unwell. We will look at variation in how well people are supported who live with long-term conditions.



Working better together

We put your needs at the heart of how we plan care and support. Health and care organisations work together to provide care as close to you as possible. We value the strength of voluntary and community organisations. We focus on improving your outcomes, access, and experience, and are careful with scarce resources like time and money.

Values

To deliver our vision we have three values for how we work. These focus on working together with you to achieve the best possible outcomes for you. Moving to a more person-centred approach means we can support you to improve your wellbeing by working together to make better use of our staff, facilities, and funding. This means you are at the centre of our decisions.

Ambitious



Community driven



Partnership



“We all have a duty to deliver the best services to the people of Dorset, whether they live in the towns or rural and coastal areas of Dorset, or in the conurbation towns of Bournemouth, Christchurch, and Poole. We created our three system values illustrating how we will work as a system ahead of the formal establishment of NHS Dorset because we recognised the importance of working together.

No single organisation can make Dorset the healthiest place to live. Our communities are at the centre of everything we do. We are passionate about the need to deliver the right outcomes for our people, and we are committed to continuously listening to our local communities and ensuring that we meet their needs. ”



Graham Farrant
Chief Executive
BCP Council



Matt Prosser
Chief Executive
Dorset Council

"Working in partnership with people and communities is crucial if we are going to create a health and care system which works for everyone and tackles health inequalities. Healthwatch Dorset's role is to share local people's insights, bring our expertise in working with communities and to provide scrutiny to the system."



Louise Bate
Manager
Healthwatch Dorset

"A key element to achieving the best outcomes for people Dorset is to maintain strong and thriving local charities and community groups, supported by thousands of volunteers, working in partnership with our NHS and local authorities."



Karen Loftus
Chief Executive
Community Action Network



About Dorset

Dorset is a great place to live and grow. It has many beautiful natural areas. We have a mix of places including towns, villages, beaches, and countryside which gives us the perfect environment for staying healthy and happy. Our town centres are special because they bring us together and create a sense of community. People who live here feel proud because we have a diverse history that celebrates different cultures. Even though Dorset is beautiful, we also have some challenges.

We all know there are pressures on our health and care services, the number of people living with complex conditions is increasing, and as a nation we are becoming less healthy, both physically and mentally. We believe the key to addressing these challenges is through promoting health and preventing illness.

Often, we only start thinking about health and healthcare when we become ill, or our health starts to get worse. There are many benefits to having the tools and support you need to live a healthy and balanced life. These include being able to manage the challenges of life, increased self-esteem, feeling able to take control, feeling connected and less isolated, reduced anxiety, and improvement in mood.

Through feedback, many people have told us they feel empowered to question health professionals, but we know that is not always the case for everyone. We know people appreciate being acknowledged as experts in their own conditions and value peer support from others facing similar challenges.

“If you give me the tools to self-manage, I can look after my own physical and mental health.”

When people are equipped to take charge of their own health and communities have support to build groups and networks, we can create strong links to help each other to stay well.

You have told us social connections play a vital role in leading longer, healthier, and happier lives. But it isn't just family ties, close friendships, or group membership that make a difference. Having connections and building networks with neighbours and the wider community helps us feel part of something and gives us a sense of belonging. Networks with community spirit and purpose can enhance the quality of life for an entire community making it a better place to live.

“I live on my own so for me having a job and volunteering gives me that social aspect... helping at the food bank people start to recognise you and realise they can talk to you. It improves the links people have.”

We have a strong history of working together, it is crucial to invest in more resources and efforts into these partnerships to achieve our goals. Our plan doesn't just focus on what health services will do, it looks at how we can get involved early on and invest in wellbeing with everyone's help. By approaching these challenges in a different way, we will make sure you can access the right services and at the right time.

Health and wellbeing challenges

Dorset has good health outcomes compared with the rest of England. However, we know there are differences in the health and wellbeing outcomes for different people. It is important to address these differences to make sure everyone has an equal opportunity to live a healthy and fulfilling life.

Children and young people

- Services supporting parent and child health for children pre-birth to the age of three years are not provided consistently.
- How ready children are for school varies due to level of disadvantage. We know when a child starts school without meeting the milestones for being 'school ready' they can be disadvantaged for their whole life.
- Improved access to dentistry and oral health in early years is important.
- Emotional health and wellbeing support at an early stage is a real need. Late diagnosed mental health disorders affect children's lives for many years.
- We know that children living in more deprived areas are more likely to have poorer health outcomes.

Working age adults

- Unhealthy behaviours like smoking and harmful alcohol use are more common in disadvantaged areas.
- Support for mental health and wellbeing could be better by focusing on early support in the community and on living well with mental ill health.
- There is unacceptable difference in quality of support and access to services for people with long-term conditions, and we need to close the gap.
- Being more active and maintaining a healthy weight will improve healthy life expectancy and mental wellbeing and can dramatically reduce the chance of getting a range of health problems in older age.

Healthy ageing

- Mobility, risk of falling, and frailty are all key determinants of health in later life. By assessing risks, supporting people earlier, and fostering independence we can make big improvements.
- Social isolation and a lack of access to digital services are important issues. Dorset volunteers provide vital services helping maintain older people's independence for longer.

Care and quality

There are unfair differences in the quality of care across Dorset. How early you get diagnosed with a condition like diabetes can vary depending on where you live. Also, some children who are looked after by our local authorities may have different rates of getting vaccines or going to the dentist.

We want to make sure everyone gets the same good care no matter where they live. It's important to find out why these differences happen and make things better. By doing this we can make sure you stay healthy and get the help you need.

National quality standards are rightly high and continuing to rise. In most cases our services are good, but in some areas, we know we need to do more. Unfortunately, we have not been able to meet some national standards in some areas.

Our emergency departments and other units are seeing more people with more serious health issues. This makes it harder for them to provide your care quickly. When you need to stay in hospital, sometimes you have to stay longer than you need to.

There are more people needing urgent and emergency care which can affect planned appointments. Sometimes these appointments have to be moved or cancelled, which means you have to wait longer to get the care you need.

We know that some people have to wait longer for appointments than others; we need to do more to understand why this happens. We know waiting for tests and appointments is frustrating, we are

working hard to improve the situation. Our goal is to make sure everyone gets the care they need in a timely way.

Our partnerships have become even stronger and more effective. We are dedicated to making sure services, such as care homes and wards in our hospitals, are better and safer for everyone. We are proud a high percentage of social care providers in our area are rated as good or outstanding, which means they provide excellent care. We are continuously improving the quality and safety of our services, making sure you receive the best possible care and support.



Workforce

Health and social care in Dorset directly employs around 50,000 people, which is 15% of the total workforce in Dorset and accounts for 11% of Dorset's economy. There has been an increase in employment opportunities within health and social care, with a 23% increase over the past year. In just eight years, the total number of jobs has doubled, showing how important health and care employment is within our communities.

However, we are experiencing a shortage of staff, which means we don't have enough people to meet the demands for services. Despite our investments to increase staffing, it is difficult to keep up. We have challenges in recruiting and retaining a diverse range of staff with the right skills to deliver the services you need.

To address these challenges, we know we need to tackle underlying issues such as housing, transport, fair pay and reward, and flexible working arrangements. We want to create an environment where people are not only attracted to live in Dorset but are also motivated to work and/or volunteer in our health and care services. By creating the right conditions, job opportunities, and career pathways, we will increase our chances of retaining and attracting talented people to join our teams. This includes attracting people from communities who have been less likely to work in health and care services.

Those working and volunteering in the community and voluntary sector play a crucial role in supporting you, your family, and your community. By developing strong relationships with the community and voluntary sector we can create more inclusive, resilient, and vibrant communities thriving on collective and mutual support.

Everyone has an important part to play in prevention so we must equip our people and communities with the opportunity, skills and confidence to do this.

"Thousands of people are involved in voluntary and community services and activities that take place every day in our towns and villages. Together they provide a vast and wonderful tapestry of support of all kinds. This kindness and support within our communities is at the heart of everyone's health and wellbeing."

Strengthening the links between public sector services and our communities gives us the best chance for everyone to thrive, to feel heard, and to feel cared for. Linking our aims, working together, and sharing our knowledge and resources makes us stronger and more responsive, and increases the impact of our care and support for one another. The more we work together, the better care and support we can provide in the places we call home."



Jon Sloper

CEO

Help and Kindness

Finance and efficiency

There is increasing pressure on financial resources across all our health and social care organisations. The funds available are not enough to maintain our current way of working. We therefore need to find ways to become more efficient and effective to deliver the care you need whilst living within our means.

Together the NHS and local authorities in Dorset spend over £2.2 billion on public services (health spends £1.6 billion and local councils spend £0.7 billion). We need to be sure we use our resources, including our workforce, technology, and buildings, in a way that brings the greatest benefit and fair outcomes for everyone.

We are working hard to manage our budget and spend money wisely. Through our local councils we are also asking the government for better funding to support social care.

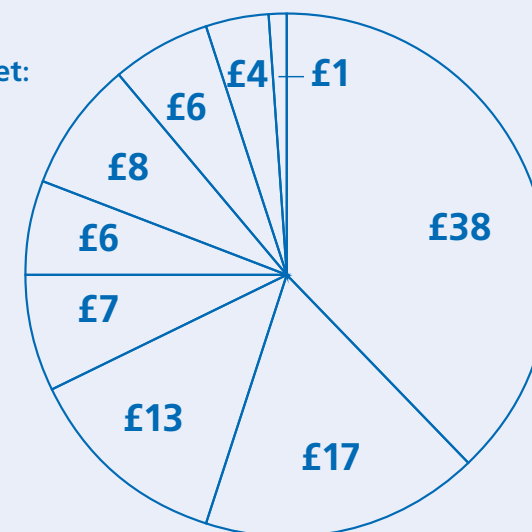
To make our goals a reality we know we need to make some changes. If we don't make changes, NHS services will have a funding shortfall of £98 million by the end of 2023/24. This includes a shortfall of £16 million on NHS England specialised services. Local councils also face significant financial pressures.

Our plan takes into account the challenges we face as we recover from the pandemic. We are working towards recovering our services, prioritising those people with the greatest need. We are committed to supporting the health and wellbeing of our staff as well as developing their skills to ensure they stay in Dorset. Finally, we are actively tackling our financial challenges to make sure our services are sustainable in the longer term.

Finance

Overall system budget:

£2.2B



For every £100 spent, the system uses:

£38	on hospitals and ambulances	£8	on other NHS commissioning
£17	on primary care and community services through the NHS	£6	on other council services including bins, street cleaning and libraries
£13	on adult social care through the councils with some NHS joint funding	£4	on supporting services and central functions including transformation
£7	on mental health and learning disabilities through the NHS	£1	on public health services including prevention
£6	on children's services including education		

Environmental sustainability

We want to make sure we have a sustainable health and care system through delivering high quality care and improved public health, without impacting our environment. Sustainability means spending public money well and making the best use of natural resources, which in turn builds healthy and resilient communities.

A key element of sustainability is reducing the impact of climate change and adapting to a changing environment. The NHS has set two ambitious targets in its aim to be the world's first net zero national health service:

- For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

One of our four key areas is to support social and economic development. We plan to contribute through social value. This is the wider role we have in helping to improve the economic, social, and environmental wellbeing of our communities. This means looking at how our services can improve the economy in local areas as well as improving the environment.

We have a [Green Plan](#) in place which sets out what we will do and how we will achieve our targets. Through our Green Plans, we will continue to work with NHS England to reduce our negative impacts on the environment and, deliver against our obligation to have a positive effect on the communities we serve, building health and resilience within Dorset and beyond.



Health and wellbeing board statement

We have two health and wellbeing boards, one for Bournemouth, Christchurch, and Poole Council and one for Dorset Council.

Health and wellbeing boards are groups which bring people together from the NHS, public health, and local government. Their goal is to support health and care organisations to work better together to provide joined up seamless care. They have a legal requirement, along with NHS Dorset, to assess your needs and develop a plan to improve your health and wellbeing.

Our plan supports the priorities of the health and wellbeing boards. These are:



Empowering communities: our plan focuses on working with you to help you live independently and access the services you need, paying special attention to those with the greatest needs.



Promoting healthy lives: our plan outlines how we will improve outcomes for our children, young people, and adults with mental health conditions. We also aim to ensure our children have a healthy start in life by addressing issues like being overweight and obesity. We want to reduce differences in health outcomes, such as how high blood pressure is managed.



Supporting and challenging: our plan explains how we will work with other health and care organisations to develop joined up health and care services which meet your needs.

“Working to support disadvantaged communities is a key priority for BCP Council. Being part of the integrated care system gives us the opportunity of working together at place level to tackle these inequalities in health outcomes, access, and experience.”



Cllr Jane Kelly

Chair
BCP Health and Wellbeing Board

“Working better together gives us the opportunity to invest scarce public sector resources in the best possible way. Our integrated care system, if it is working well, should be less about our individual organisations’ priorities, and more about planning care and support for people to enable them to live independently for as long as possible.”



Cllr Jane Somper

Chair
Dorset Health and Wellbeing Board



Working in partnership with people and communities

It starts with you. We want to empower you to inspire us. We want to listen to your ideas and experiences to help us to improve health and care services for the better.

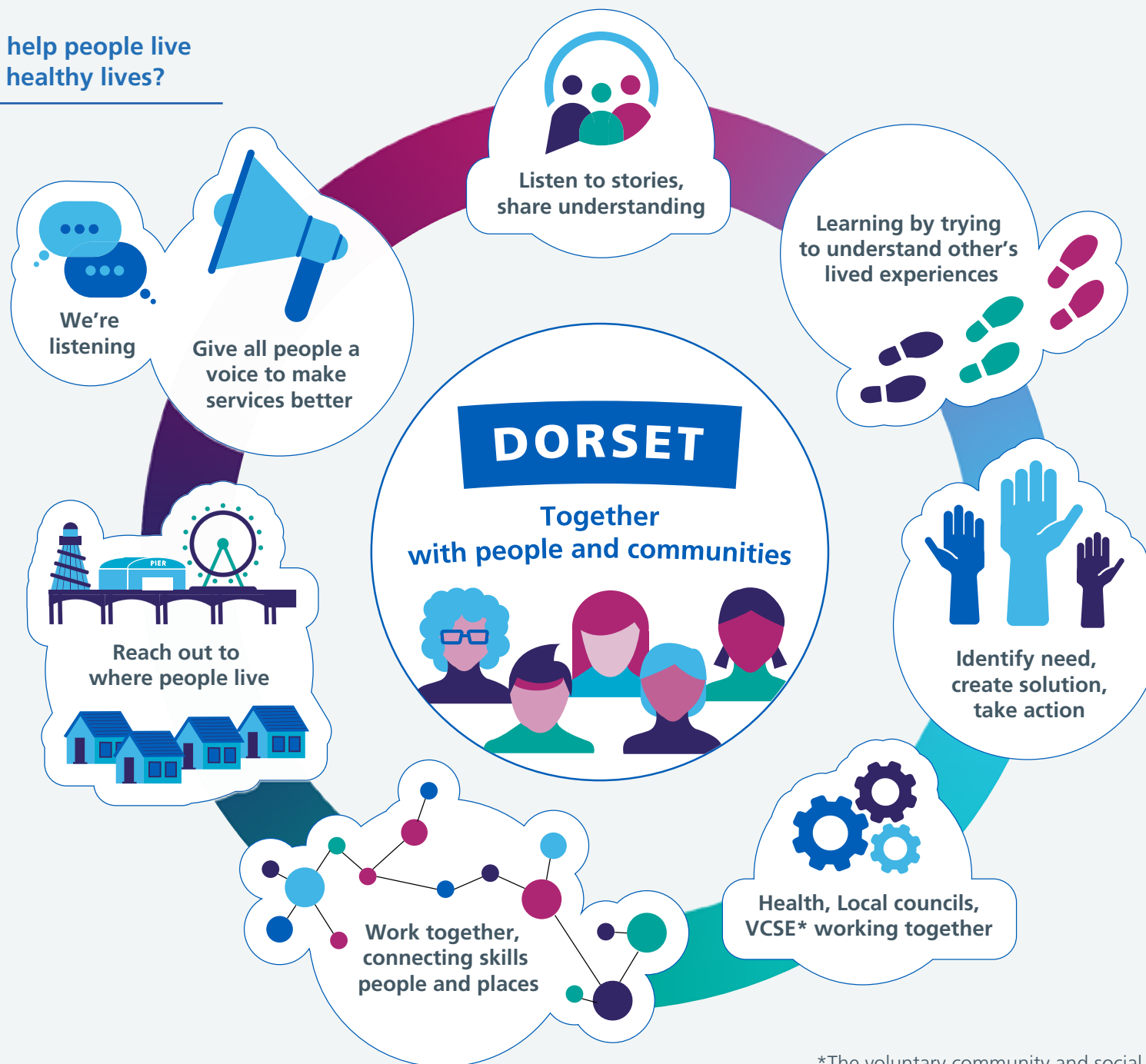
“We need to listen and learn by trying to understand other’s lived experiences. We need to design with you the services that people and communities in Dorset need going forward. We want to work with you and our partners to help everyone live not just a long, healthy life, but also long lives that enable individuals and families to thrive and achieve personal happiness.”



Patricia Miller OBE
Chief Executive
NHS Dorset



How can we help people live long, happy, healthy lives?



*The voluntary community and social enterprise sector (VCSE)

We have made a promise to have important conversations with you. We want to understand what people's lives are like and what is most important when it comes to your health and wellbeing. We have been asking you about what makes you feel good and healthy.

We are going to continue these conversations and make it a regular thing to listen to people in different communities, making sure we reach those who are less likely to be heard. We want to hear from you, your family, and your neighbours and understand their experiences and needs so that we can make sure our plans meet their expectations.

These conversations have given us a good understanding of the things you feel are most important when it comes to health and wellbeing.

If things are working well and services are being delivered seamlessly you will:

1. feel Listened to and involved
2. have a sense of purpose and belonging
3. not be passed around services
4. have access to services closer to home
5. remain independent by having the tools and opportunities to stay well
6. be able to easily use the natural environment for wellbeing
7. be considered as a whole person or family

community conversations

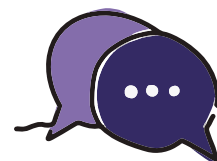


Our plan

In this part, we will explain how the work we will do will help people to become healthier and happier. Together, we can make Dorset the best place to live when it comes to health and wellbeing.

We have a great opportunity to make our goals a reality. We can work with you to improve wellbeing, not just for those currently living in Dorset, but for future generations. Working side by side with you, health and social care organisations, community and voluntary organisations, and with local businesses, we will transform what we do.

Our plan has five areas of focus — our five outcomes are:



We will **improve** the lives of **100,000** people impacted by poor **mental health**.



We will prevent **55,000 children** from becoming **overweight** by 2040.



We will **reduce the gap** in healthy life expectancy from 19 years to **15 years** by 2043.



We will **increase** the percentage of older people living well and **independently** in Dorset.



We will add **100,000** healthy **life years** to the people of Dorset by 2033.

These outcomes have been developed through:

- what you have told us is important to you
- what colleagues working in health and care feel are important to prevent illness
- information showing where there are differences in services in different areas
- the Joint Strategic Needs Assessment
- understanding what might happen if we do nothing.
- being ambitious for change

There are a number of principles which have been used when developing our outcomes:



Putting you at the heart



Making sure you receive the same outcomes no matter where you are treated or where you live



Working with you and other health and care organisations



Using available information to guide us



Using our money wisely to deliver the services you need

“The focus now is on what we need to do to prevent illness, address inequalities and the support communities need to manage their own health and wellbeing.

We know that when we make prevention the core of what we do, it will lead to better outcomes and quality of life, more personalised services and, vitally, will reduce the inequities across the county.

Prevention is a real and long-lasting way to reduce the unsustainable load on our health and care services. This is an exciting time for Dorset, and we all have an important role to play in this transformation.”



Neil Bacon
Chief Strategy and
Transformation Officer
NHS Dorset

Outcome one:

We will improve the lives of 100,000 people impacted by poor mental health.



Why it's important

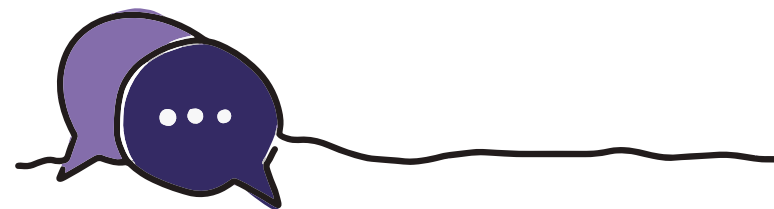
Mental health is everyone's business.

"We all have mental health. But not all of us experience good mental health all the time."

Our mental health is always important throughout our entire lives, from when we are born until the end of our lives. It is our responsibility to create communities where people can promote wellness and receive the support they need to thrive. To make a positive change, we need to shift the culture to create environments that enable good mental health. Early intervention and involving families are crucial in providing the right support at the right time. By doing this, we can make sure that everyone has an opportunity to maintain good mental health.

Engaging with businesses and providing them with support is essential for building resilient communities. When businesses thrive, they create opportunities for people and communities to reach their full potential. When businesses succeed, they contribute to the economic growth of the community, which in turn leads to an improved quality of life for people.

There are many factors that affect our mental health, and it is important to work together to make positive changes. We need to focus on helping people feel good and cope with mental health challenges, encouraging physical activity, making sure there are helpful services in our communities, supporting parents and families, making sure children get the help they need through early years



settings, pre-schools, and schools, eating healthy food to feel good and stay well, and looking after both our bodies and minds. By focusing on these areas, we can create a better environment for everyone's wellbeing.

In England, one in four people will experience a mental health problem each year, and one in six will experience a common mental health problem, like anxiety or depression, in any given week. If no action is taken, we could see 17% of the population experiencing depression by 2028. The financial cost of mental ill health in the UK is around £118 billion, which is 5% of GDP. For Dorset, this is about £1.4 billion.

Sometimes people need extra help, especially children and young people. Unfortunately, waiting times for this help are longer than they should be. Only a small number of people are offered an appointment within four weeks, which is much lower than the national target. We also see a lot of young people going to the hospital because they have harmed themselves, and more and more children with autism are experiencing mental health difficulties.

In Dorset, if someone is going through a tough time with their mental health, they might not be sure where to go for help. There are different places they can turn to such as their GP surgery, local emergency department, local community health team and community groups. It is important to know that there are options available, but it can be confusing to know which is the right choice.

What we've been doing

We want to make sure our children, young people, and their families get help for their mental health as soon as possible. We have a plan called the Emotional Wellbeing and Mental Health Strategy for Children and Young People to help us to do this. We have used a model called 'THRIVE' to change how we work so all children have the best chance to be happy and well.

We have also improved specialist help for parents who may have mental health difficulties during pregnancy or after having a baby. We know dads and partners need help too, so we have something called DadPad to give them support.

Community support is important to help you stay well. We now have more people called 'social prescribers' who help through GP practices. They can listen and support you to identify what is important to you, make changes in your life and connect you with things happening in your local area.

We have a special group made up of different organisations working together to prevent suicides. We have a plan to make sure we take action and help people when they need it most. We have been working hard to improve the services for those in crisis and need more support with their mental health and emotions. For university students in Bournemouth, we have created a special place called the 'University Retreat'. It is a safe place where students can go when they need help and support. It is important that they know they are not alone and that there are people who care about their wellbeing.

Sometimes it can be difficult to get all the different services running together smoothly. We have been working hard to make this better, especially in primary care. We want to make sure everyone gets the help they need. For example, we have been focusing on making sure people with a serious mental illness go for a yearly health check. This helps people stay healthy and get the right support. We also have a programme called LiveWell Dorset. It helps people make positive changes in their lives to become healthier both physically and mentally.

We have a group called the Health Inequalities Group (HIG) focusing on making sure everyone has a fair chance at being healthy. The HIG brings together people from a wide range of organisations to reduce health inequalities for people of all ages. The HIG works with the Community Conversations programme to understand what is important for people from different communities and to find ways to tackle the barriers to being healthy.

Looking after our staff who deliver services is important too. We have a number of staff wellbeing offers including an enhanced service through Here for Each Other and projects to help our staff to stay active.



wellnet.dorset.nhs.uk

What we are going to do

'Your mind, Your say' —

Children and young people's emotional health:

We know taking care of our mental health is important. That's why we have a programme called 'Your mind, your say' to help children and young people with their emotional health. We want to make sure all our children feel strong and happy. We will provide support to help them build resilience and cope with their feelings. We will also make sure early years and pre-schools are places where children can learn and grow while feeling good about themselves.

It is important our children and young people have someone to talk to and get the help they need. We will train teachers and staff to have conversations with children and young people about their emotions.

We know sometimes people need a little more help. We will be looking at the support we can provide if things get really tough and more specialist support is needed.

Mental health integrated community care (MHICC):

We are developing integrated community care for mental health. It will be based in communities offering a range of services to support your mental health needs. This will include access to psychological therapies, improved physical health care, employment support, personalised and trauma-informed care, medicines management, and support for self-harm and substance use. This includes looking at services for people with the most complex needs.

Perinatal mental health:

Some people might feel different or have changes in their feelings during and after pregnancy. In fact, one in five people might have a mental health condition during this time. That's why we want to make it easier for those who need it to get help. By helping parents and improving their mental wellbeing we will also be helping children and young people.

Dementia:

We will continue our work to better support people with dementia and their families. This includes a memory assessment, employing more staff and provide training and development so staff have the right skills. Having staff with different skills means we will be able to diagnose dementia earlier and provide the support needed.

We will use our Population Health Management tools (Dorset Insights and Intelligence Service (DiiS) to make sure we understand where we need to focus our support, and we will target areas where we have lower than expected rates of dementia so we can diagnose people earlier and help people live well with dementia.

We will also continue to reduce the waiting times within our memory assessment service.

Learning disabilities

We continue to work closely with our local councils to plan and deliver services for people with learning disabilities and/or autism. We want to make sure people have the right care and support to help people with learning disabilities live their best life. We have plans in place to increase the number of children and young people accessing annual health checks to help us find any problems early, help people to stay healthy, and make sure the right care is being given.

We want to make sure all our children, young people, and adults with learning disabilities and or autism get the care they need in the right place.

We will reduce the number of people being cared for in hospital settings, unless necessary. We will support them to have different care in the community, however when people need to go into hospital, we will make sure they do not stay longer than they need to.

We are also reviewing our neurodiversity services. This includes learning difficulties, attention deficit hyperactivity disorder (ADHD), and autism. From this we will better understand the need and any gaps, and develop plans to improve the services.



How we are going to measure progress

We have a number of measures that we will monitor which will tell us if we are helping you to access the services you need in the right place.

You will see:

- More children and young people accessing mental health services when they need it. This includes access to children and young people's mental health services and eating disorders services
- More children who have a learning disability receiving an annual health check
- Fewer children who have a learning disability and/or autism receiving their care in a hospital setting where this is not needed
- More adults and older people getting quicker access to psychological therapies when they need it
- Fewer adults experiencing a mental health condition cared for outside of Dorset
- More people diagnosed with Dementia and getting the care and support they need
- People who are suffering from severe mental illness getting an annual health check and care to support them
- More people accessing perinatal mental health services when they need it



Your mind, Your say — children and young people’s emotional health	Year 1-2	Year 3-4	Year 5+
<ul style="list-style-type: none"> Reconfigure services against THRIVE framework/model. Embed a ‘no wrong door’ approach. Remodel to address workforce gaps via new skill mix and roles. Implement crisis support team. Implement children and young people’s Community Front Room (crisis café model). Improve access to perinatal mental health services. 	<div>✓</div> <div>✓</div> <div>✓</div> <div></div> <div></div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div></div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>
Mental health integrated community care (MHICC)			
<ul style="list-style-type: none"> Wellbeing co-ordinators delivered through voluntary and community sector Hubs and community spaces. Age friendly communities in Bournemouth, Christchurch and Poole. Reduce out of area placements for people suffering mental health conditions. 	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div></div> <div></div> <div></div> <div>✓</div>
Dementia			
<ul style="list-style-type: none"> Memory assessment model. Review skills mix, recruitment, and training of staff. Use DiiS to target support with lower than expected rates of dementia. Continue to reduce waiting times for the memory assessment service. 	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div></div> <div>✓</div> <div></div> <div>✓</div>	<div></div> <div>✓</div> <div></div> <div></div>
Learning Disabilities			
<ul style="list-style-type: none"> Increase the number of children and young people accessing health checks. Continue to implement plans in reducing reliance on inpatient care for both adults and children with a learning disability and/or who have autism. Undertake a review of our neurodiversity services to identify any gap and develop plans to improve services. 	<div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div>	<div></div> <div>✓</div> <div>✓</div>

Outcome two:

We will prevent 55,000 children from becoming overweight by 2040.



Why it's important

On average, in Dorset three out of ten 11-year-old children are overweight. In our most deprived areas this number will be even higher.

If nothing is done, nationally about 40% of 11-year-olds will be overweight by 2040. Obesity in children can have serious and long-term consequences on their physical health, mental health, and overall quality of life.

Why it is important to prevent obesity in children:

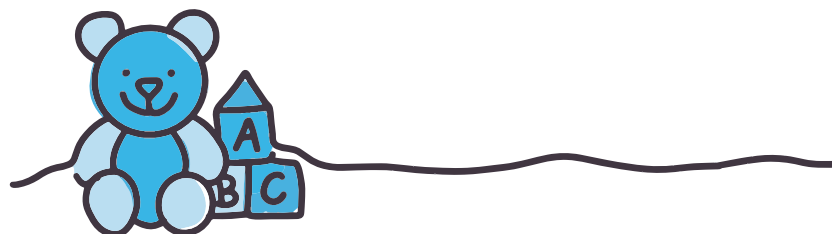
- 1. Physical health:** being overweight means you are more likely to develop diseases such as type 2 diabetes, high blood pressure, heart disease, stroke, and certain types of cancer in adulthood. Being overweight or obese can have serious consequences on a child's health and wellbeing.
- 2. Mental health:** children who are overweight are more likely to have depression, anxiety, and other mental health problems. They may also face bullying and unfair treatment, which can affect their mental health.
- 3. Social and emotional wellbeing:** children may struggle with self-esteem and body image issues, which can affect their social and emotional wellbeing. They may also have difficulty taking part in physical activities and social events, which can lead to isolation and loneliness.

4. Academic performance: obesity has been linked to poor academic performance. A range of things such as stigma, physical activity and school absence can affect a child's ability to concentrate and learn.

5. Long-term consequences: children who are overweight or obese are more likely to become obese adults, which can lead to more health problems and a shorter lifespan. Preventing obesity in children is crucial for their overall health and wellbeing. It can help them lead healthier and happier lives, both now and in the future.

In Dorset we are determined to do everything possible to prevent children from experiencing the serious and lifelong consequences of obesity. This will need us to make a long-term commitment with all our partners including NHS, local authorities, and the voluntary and community sector, as well as businesses.

We will need to improve the health and wellbeing of parents to be and families to support children in the first 1,000 days of their life and to work across both health services and in early years, pre-schools and schools.



What we've been doing

We work closely with our local councils to make sure our children and young people get the best start in life. One important programme is called Better Births, which helps pregnant people have personalised care plans and improves the care they get after giving birth. We want to make sure all expecting and new parents have access to the same level of care and support.

To support healthy pregnancies, we provide easy to understand information on our Maternity Matters website in a range of languages. We also offer advice and support on feeding and caring for newborn babies. We believe in the importance of breastfeeding, so we actively take part in the Dorset Infant Feeding Network. We have developed initiatives in our hospitals to create a welcoming environment for breastfeeding parents.

Dorset HealthCare plays an important role in delivering the Children and Young People's Public Health Service. They have a person called a clinical lead for nutrition who focuses on healthy eating for children and young people aged 0-19.

Right now, they are looking at a programme called Healthy Start. It helps families who don't have a lot of money to buy healthy foods like milk and vegetables and get free vitamins if they are pregnant or have a child under the age of four. These are important for young children and parents who are breastfeeding. By giving this support, we can help families have a healthier diet.

Public Health Dorset, Active Dorset and the Youth Sport Trust are teaming up to extend an exciting programme called Healthy Movers. This programme helps children understand why it is important to be physically fit, and support their development and wellbeing so they get a better start in life. They also have a project called the Whole School Approach. It's about making physical activity part of everyday life at school. They encourage things like the Daily Mile, where children run or walk for a short distance each day. They also teach children ways to feel less anxious and manage their emotions.



What we are going to do

Your mind, your say – children and young people's emotional health

In the previous outcome you would have read about our plans to help all our children and young people with their mental and emotional health. We recognise there is a link between mental health and weight. Overall, we want to make sure everyone's mental health is taken care of, and our children and young people can thrive and feel their best.



Oral health

Taking care of our teeth is important for overall health, and it is best to start developing good dental habits when we are young. That's why we encourage children to have regular dental checkups from an early age. By seeing a dentist regularly, we can prevent dental problems and keep our mouths in good shape. Taking care of teeth is not only important for our health, but it also helps us to be ready for school and stay healthy as we grow.

Nutrition is also really important when it comes to taking care of our teeth and is a key part of children's overall health.

Our programme follows guidelines called Core20Plus5 for children and young people. This helps us make sure that everyone gets the healthcare they need. This focuses on oral health too, which means we're working to reduce the number of tooth extractions which need to be done in hospitals for children under ten. We want to help those who are in the 20% most deprived areas, making sure everyone has a chance to have a healthy smile.

Healthwatch Dorset has been finding out people's experiences of NHS dentistry services. Over the next two years, we will be working on what matters most to people and finding new ways of doing things, so you can access to the dental care that you need.

Preconception and maternal care

We know the health and wellbeing of people before they become parents is really important for the health of their future children. But not many people think about this before they become pregnant. That's why we want to introduce something called preconception care. This is about helping people adopt healthy behaviours and manage a range of things that might get in the way of a healthy pregnancy, such as health problems, issues with relationships, finances or where they are living, before they become parents. We want to make sure local services are aligned to support people in this important phase.

To do this we are exploring how we can bring all the different services and support together. We are going to gather information and talk to you through our 'Community Conversations' approach. Doing this we can direct people to the services available to them within their communities.

Taking care of yourself when you're pregnant is important for you and your baby's health. In Dorset, we work together as a Local Maternity and Neonatal System (LMNS). We have plans and programmes to help pregnant people stay healthy and make sure all women can access maternity services and receive the same level of care, no matter who they are. National reports and investigations such as the Ockenden Review and Better Births help us to make maternity care safer, so parents and their families have a good experience during pregnancy and birth and in the weeks and months after a baby is born.

0 – 19 nutrition and activity

We want to make sure families have access to the right services to support their health. To do this, we look at the results from the National Child Measurement Programme. This programme helps us understand how children are growing and if they are a healthy weight. By looking at this information, we can see if there are any problems with children being overweight. This is important as being overweight can lead to health issues. We use this data to help us make decisions and create programmes to help families be healthier. The National Child Measurement Programme is part of the government's plan to tackle childhood obesity and it helps us see if what we are doing to help reduce it is working.

Our Children and Young People's Public Health Service is working hard to help children and families develop healthy habits right from the start. We know breastfeeding is a great way to give babies a healthy start in life. We also want children to be active and enjoy physical activity. That's why we're working closely with Active Dorset and schools to promote healthy lifestyles.

Active Dorset coordinates a national Sport England survey called Active Lives in schools to learn about how active children are, how much they know about staying physically fit and how their mental wellbeing is. At the moment not many schools take part in the survey, and we want to change that. By getting more schools to take part, we can gather important information about how active our children are and how we can help them to stay healthy. This data will help us understand the attitudes and behaviours of young people and how we can use this to reduce childhood obesity and promote better health and wellbeing.

In addition to supporting the national Healthy Start Scheme, we are keen to explore the possibility of partnering with our two councils to ensure all primary school children in Dorset receive free school meals up to and including those in year 6.

Public Health Dorset, Active Dorset and the Youth Sport Trust have teamed up to make the Healthy Movers programme available to more children. We want to extend this programme to 2-5 year olds in places like early years settings, childminders, libraries, and family hubs. Our goal is to have this running within the next two years.

We also want to support older children, starting from year 7 to live a healthier lifestyle. Public Health Dorset is working with young people to create an app which will give helpful information and tools to support our children and young people to make healthy choices. It's an exciting project that will be a follow-up to the National Child Measurement Programme.

We also have social prescribing for children and young people. Social prescribing is a way to help people by connecting them with activities, groups, and services in our communities. These things can help with practical needs like finding support. Right now, we have different services available across the county. We want to make sure all children and young people can access these services if they need them. To do that we are going to do something called a gap analysis. This means we'll look closely at the services we have and see if there are differences or gaps between different areas of the county. By doing this analysis, we can find out if there are unfair differences in how these services are available.

Active Dorset is working with the Department of Education to support schools to stay open for longer, outside of the school day, so communities can take part in a range of activities to help them stay active. The aim is to help areas that need the space the most and support people with additional needs to have a more active lifestyle.



How we are going to measure progress

We have a number of measures that we will monitor which will tell us if we are helping you to access the services you need in the right place.

You will see:

- more children accessing dental services
- fewer children experiencing poor dental health
- fewer children in reception year who are overweight or obese
- fewer children in year 6 who are overweight or obese
- more babies being breastfed beyond their first 6-8 weeks

We will measure these outcomes through the National Child Measurement Programme (NCMP).



Oral health	Year 1-2	Year 3-4	Year 5+
<ul style="list-style-type: none"> • Introduction of supervised toothbrushing. • Child friendly dental practices. • Elective recovery for routine paediatric extractions and long waiters. • Improved access to dental care and response to population health needs, and working with Healthwatch Dorset to capture people's experiences. 	<div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div>
0 – 19 nutrition and activity			
<ul style="list-style-type: none"> • Explore NCMP follow-up services, gap analysis and propose additional provision. • Explore the possibility of partnering with the two local councils to offer free school meals. • Scale up the Healthy Movers Programme. • Complete the work on the app to support children and young people with healthy lifestyles. • Explore the work Active Dorset are undertaking and the information available through the Active Lives Survey. • Gap analysis of social prescribing services for our children and young people and propose options. • Continue to support the review of local delivery of the national Healthy Start Scheme. 	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>
Preconception and maternal care			
<ul style="list-style-type: none"> • Explore the potential to align work across the system, gap analysis and propose additional provision for preconceptual care. • Continue our work on the Local Maternity and Neonatal System (LMNS) equity and equalities action plan aligned to the Core20PLUS5 focus on maternity, actions associated with the Ockenden and East Kent reviews, Better Births, Saving Babies Lives, and the Maternity Incentive Scheme. • Support organisations to achieve UNICEF Baby Friendly Accreditation. 	<div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div>

Outcome three:

**We will reduce the gap
in life expectancy
between most and least
deprived areas from 19
years to 15 years by 2043.**

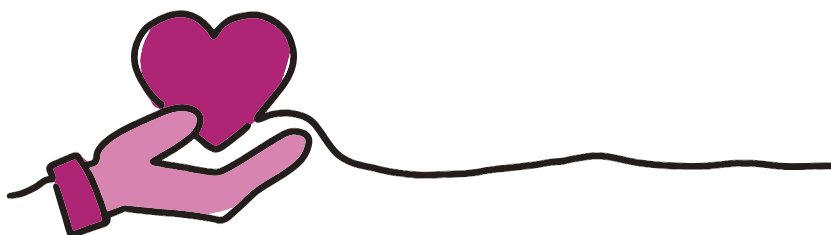


Why it's important

In some areas of Dorset where people have less money and access to services or resources, they might not live as long or be as healthy as people in wealthier areas. It's not just about having access to good healthcare, but also other factors that affect our health. We know people in these areas tend to get a long-term condition at an earlier age and are less likely to go to the doctor. They can also find it harder to go to a hospital appointment and have less access to things that play a big part in keeping us healthy. These are known as 'wider determinants of health' and include having a good job, enough money, a good education, access to services, and a nice place to live. When we have all of these things, it helps us stay healthy.

Unfortunately, not everyone has access to these important things, which can make it harder for them to be healthy and live a long and happy life. That's why we need to work together to make sure everyone has a fair chance at being healthy. Our partners, such as local councils, community and voluntary organisations, Healthwatch Dorset, fire and rescue services, police, and our own communities, know that things like money, education, and access to services can affect our health and safety. In this plan, we explain how we will work together with communities to hear what matters to them, change how we do things to meet these priorities and take action on the things that are causing poor health. This means a change in how we do things and working closely with our communities.

Our goal is to be a health service that focuses on keeping people healthy instead of just treating them when they are sick. To do this, we need to address the impact of deprivation on communities, understand how people's lives can make it harder to take care of their own health and get in the way of getting the best from health and care services. By focusing on this, we can create a healthier and happier Dorset.



What we've been doing

We are not starting from scratch. We will build on the work we have been doing with you and other health and care organisations.

We have been working with other health and care organisations through our Health Inequalities Group to make plans to improve the health of communities. We also have a new way of working called 'place'. This means working closely with the communities where people live to make sure they have the services and support they need.

Using the information we have about our communities and the people living there means we can better understand their needs and target services to support them.

Through the Bournemouth, Christchurch and Poole Poverty Truth Commission, we have actively listened to and understood what makes a difference to you. A Poverty Truth Commission aims to challenge the 'status quo' and make change to remove injustices.



What we are going to do

We want to find new and better ways to help people who live in areas where there is poverty and less access to resources which help us to keep healthy. We have picked three specific areas in Dorset with higher levels of poverty and fewer resources to test our ideas and see what works. These areas have rich and diverse communities with skills and talents but are different from each other in terms of the people who live there and how the neighbourhoods are set up. By working closely with you we can learn what works best in different areas and find ways to make things better.

We have chosen three areas in Dorset to focus on:

- **Boscombe:** this area has a population that tends to move around more, and it is also more diverse with people from different ethnic backgrounds.
- **Portland and Weymouth:** these areas are geographically isolated and have a population that has been living there for a long time. They have been dealing with deprivation for a while, and they include both urban and rural areas.
- **North Bournemouth:** this area is home to families many of which have been experiencing deprivation across generations.

We will be working closely with these communities to find the best ways to improve their situations and make a positive difference.

We have four important things we're focusing on to make sure everyone in Dorset gets the help they need:

1. **Giving resources where they are needed:** we want to make sure the places and communities that need the most help get the right resources. We will use our money and support to make a big difference in these areas. We will also work on things that affect our health, like preventing problems and making sure people have what they need to stay healthy.
2. **Making services work better for everyone:** we know that different people have different needs and face different challenges. We want to make our services work for everyone, especially those who have been left out in the past. This means thinking about things like when services are available, how people can get them, and making sure that the information we provide can be understood by everyone.
3. **Listening to the communities:** we value the skills, talents, and ideas of our communities. We want to involve people in shaping our plans and work together to make things better. By working with communities, we can understand what's needed and what gets in the way and make sure our shared plans and actions match those needs.
4. **Using our resources wisely:** we have a lot of people working in the NHS in Dorset and we have many buildings and vehicles. We want to use these resources in the best way possible to support communities that need them most. This means considering the impact we have on the environment, making sure our jobs are open to all, providing training, creating jobs and apprenticeships, and finding ways to use our buildings, land and the things we buy to address health inequalities and benefit local communities.

How we are going to measure progress

We want to make sure our efforts are making a real difference to the health of deprived communities. To know if we are doing well, we will use different ways to measure our progress.

Sometimes it takes a long time to see big changes in health between communities. That's why we need to start now and keep working towards our goals. We know it will take a lot of time and effort to create lasting improvements. To track our progress, we use indicators. These are like signs that show us how well we are doing. We are developing these to measure the steps we are taking to achieve our goals.



Making sure our plans in our priority communities are developed and implemented with our partners	Year 1-2	Year 3-4	Year 5+
<ul style="list-style-type: none"> • Test and agree the three areas and identify existing activity. • Develop a framework of indicators and a model to track progress. • Use our metrics to identify what to continue, what to stop, and what we need to do more/less of. 	<div>✓</div> <div>✓</div> <div>✓</div>		
Aligning resources with need			
<ul style="list-style-type: none"> • Review resource allocation, service access, and uptake in the three areas and continue this over five years. • Allocate the NHS Dorset health inequalities funding to support achievement of shared priorities with a rolling programme and embed as business as usual. • Develop methodology and approach to NHS outcomes-based commissioning. 	<div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div>
Using community centred approaches			
<ul style="list-style-type: none"> • Work with the three areas to understand ambitions, priorities, strengths, and the barriers we create. • Evaluate and identify learning to support implementation in other areas. • Develop listening programmes within the three areas, codesigning with them. • Identify and roll out 'quick wins' and identify further potential projects. • Implement targeted programmes for diagnosis, monitoring and management of hypertension, atrial fibrillation, high cholesterol, and diabetes. • Further expand condition specific briefings with a focus on case finding management. • Work together to identify the best ways to support and grow strong communities. 	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>

Making the most of our role as an anchor institution	Year 1-2	Year 3-4	Year 5+
<ul style="list-style-type: none"> Development of an integrated estates strategy Implementation of estates strategy including community hubs. Expand and accelerate use of estate opening to wider community assets. Continued implementation of the New Hospitals and University Hospital Build Programmes. Understand resources within place/communities, workforce, estates, community groups. 	<div>✓</div> <div></div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div></div>	<div>✓</div> <div></div> <div>✓</div> <div>✓</div> <div></div>
Making our services work better for our underserved communities			
<ul style="list-style-type: none"> Implement initial programmes to improve outcomes. Routinely identify services where some groups do less well than others starting with waiting times and where people do not attend appointments. Deliver improvement programmes for the clinical priority areas in the national CORE20PLUS5 programmes for children and adults. Embed actions and learning from initial programmes rolling out within other communities. Systematically embed Equality and Health Inequality Impact Assessments. Identify a roll out of another phase of programmes to improve outcomes. 	<div>✓</div> <div>✓</div> <div>✓</div> <div></div> <div>✓</div> <div></div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div></div>
CROSS CUTTING: Building capacity and capability for action on health inequalities and wider determinants of health			
<ul style="list-style-type: none"> Review learning and development needs. Continue to build our shared Virtual Academy for health inequalities. 	<div>✓</div> <div>✓</div>	<div></div> <div>✓</div>	<div></div> <div>✓</div>

Outcome four:

**We will increase
percentage of older
people living well and
independently in Dorset.**

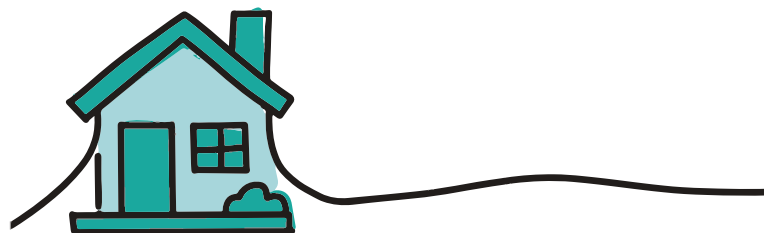


Why it's important

As people are living longer, there are more older people in our communities. Older people make a huge contribution to our community in Dorset, with retirement providing opportunities for volunteering and helping to keep local communities vibrant and active. However, for some people older age can provide challenges. It is important older people have a good quality of life and receive any support they need. Unfortunately, many older people face difficulties. Some struggle financially, while others don't get the help they need, which can make it harder for them to look after themselves. In these circumstances people sometimes feel like they have no one to turn to when they need help, which can make it harder to manage their health conditions, particularly if they have multiple health problems. When older people don't get the right help, it can affect their overall wellbeing and how they feel.

As we age, our bodies find it harder to recover quickly and we can become weaker and less likely to get better from illness. Frailty is a term that is used to describe people who, through age, get exhausted quickly, find it harder to get around and to look after themselves. People who are frail are more likely to have falls, be admitted to hospital and need longer-term care. If an older person with frailty needs surgery, it can be more challenging for them if their frailty was not noticed earlier.

Our aim is to help older people to stay independent and live well in their own home. To achieve this, people need access to early help and support, in a way that suits them. It's important that people do not feel alone or lonely and remain connected to those who are important to them. Taking a proactive and preventive approach is crucial in accomplishing our goal of helping older people to live well.



What we've been doing

We work together with our two councils to create a plan called the Better Care Fund. These plans are designed to help improve the care and support available to you. We also connect with the councils' plans for adult social care and housing to make sure everyone is coordinated. We are also developing a plan specifically for carers.

Right now, our communities are facing different challenges. In Dorset, our community and voluntary sector have come together to provide support to people experiencing challenges such as cost of living or feeling lonely and isolated. This includes providing food banks where people can get emergency food, supplies and safe spaces where people can go if they are lonely or need help. The good news is our communities are coming together to tackle these challenges.

These initiatives show how strong our communities are and how we can support each other in difficult times. To make sure you get support tailored to your needs, we are using something called personalised budgets. This means you can decide how you want to use the support you receive based on what is most important to you. It gives you more choice and control over your care.

Another approach we are using is called reablement. This approach is about helping you become more independent and stay in your own communities. Instead of going to hospital, we provide support and services to help you recover and regain your abilities. This way, we can reduce the number of hospital admissions and help people stay independent in their own homes.



What we are going to do

Integrated community care model

We will focus on helping you stay healthy by preventing problems before they start. It is important for each of us to take care of our own health and do what matters most to us. Following our Integrated Community Care Model, we will work with you to understand your needs. We will listen to your opinions and make sure we provide the services most important to you. We will support organisations in the voluntary and community sector to help people in the best way possible. We will review our services to make sure they are easy to access when and where you need them.



Anticipatory care

We are creating a programme called the Anticipatory Care Programme to help older people live well at home. Our goal is to make sure they can easily share any concerns they might have about their wellbeing, independence, social connections, and staying healthy. We want to connect people with the support they need, and we want to do this on a larger scale to reach more people. If older people have a fall this can be a trigger that affects how independent they can be. Using the information we have we can understand the needs of different groups of older people and provide the right services. Keeping physically active can help to prevent falls, while those who are already frail may need more targeted support.

Our approach is to be proactive and prevent any issues from becoming more serious. If you need help, we want to work closely with you to understand what you want in order to live your best life. It could be as simple as continuing to enjoy gardening, meeting friends, pursuing hobbies, or learning new skills. We believe in the power of community support.

For example, we can help create support groups like community kitchens that offer a lunch club. These places bring people together, provide them with a nutritious hot meal, and offer support and companionship.

We are working on a project to better understand the needs of frail residents in care homes. Our focus is on developing and testing a special plan called a frailty pathway in two areas. This pathway aims to prevent hospital admissions and help residents in returning home with support, focusing more on preventing admissions.

Virtual wards

To make sure people get the best care we are using a team of experts from various healthcare fields. They will work together to provide the right care for people in their homes whenever possible. We are also exploring the use of technology, like a smart application on a phone, to monitor residents' health, such as blood pressure. We are working with community partners and agencies like the police, fire services, and post offices to keep an eye out for any signs that someone may need help, like if their curtains are not drawn.

During this project, we will be testing different approaches in different areas. In one area, the focus will be on preventing older people from going to the hospital, while in another area, we will focus on helping people when they come back after being in hospital. An external company called Medicare will help us identify any changes in the health of care home residents early on. This way, older people can get more help and support from a team of healthcare professionals.

At first, we will start testing this with just one or two residents, then gradually increase to 15 people in each area. As we learn more, we want to include frail older people who live in their own homes too. As the pathway develops, we will extend it to include frail people living in the community. We have a special virtual ward that can help up to 20 frail individuals. This will support us to make sure everyone who might be frail gets the right monitoring and support. When appropriate, we want to help people move from the virtual ward to needing less monitoring, so they can still be independent. We are creating a hub to help monitor the health of people who

have recently left hospital. This hub will be starting in the east and focus on supporting people with respiratory, cardiac, and frailty conditions. It will allow us to check their health from a distance. As we make improvements, we will also use the hub to prevent people from needing to go to hospital.

We are currently developing different plans for people with respiratory, cardiac, and frailty conditions. These plans are based on our Core20PLUS5 priorities and aim to keep these conditions stable and monitored. To make this all this happen, we need to work together with primary care and the councils to make sure you have access to digital technology and feel comfortable using it. This is important because having access to information, advice, and services, not just about health, will help you stay independent and feel more in control.

Urgent and emergency care

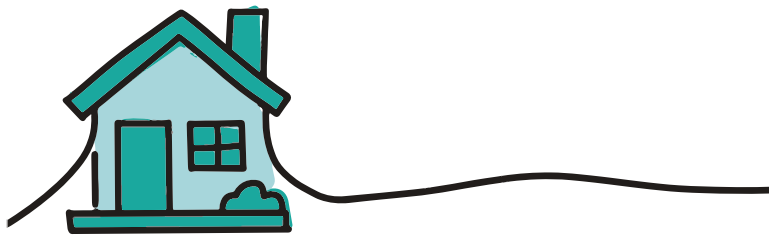
We are reviewing our urgent and emergency care services to make sure they work together in a more joined up way. Working with Healthwatch Dorset, we are finding out what you think about urgent and emergency care services and using your experiences to improve the services we provide. We want to work with you to develop services which mean you can be treated as close to home as possible. This might be through urgent community response teams, urgent treatment centres, and other units. But when you do need to go to a hospital, we want this to be as quick and as safe as possible. If you have to stay in hospital, we only want you to stay for as long as you need to and help you to get home as soon as possible.

How we are going to measure progress

We will monitor a number of measures which will tell us if we are delivering our goals.

You will see:

- fewer people being admitted to hospital as a result of a fall
- maintained or increased physical activity in older people
- more people being treated at home, or within their care home using digital monitoring, including virtual wards or integrated community services teams
- better access to urgent response services as close to home as possible. You should only have to go to an emergency department when you need to
- better access to same day emergency care
- more people waiting less than four hours to be seen in one of our emergency departments
- more people being discharged from hospital into their own home or place they are living quicker



Integrated community care model	Year 1-2	Year 3-4	Year 5+
<ul style="list-style-type: none"> • Work with local people to make sure we deliver required services which matter the most to people. • Invest in our voluntary and community sector. • Connect people with community and voluntary sector support including physical activity opportunities through social prescribing. • Review of community services. 	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>
Anticipatory care			
<ul style="list-style-type: none"> • Implement the anticipatory care programme. • Work with our local people to develop and implement the frailty pathway. • Work with our local people to develop and implement the falls pathway. 	<div>✓</div> <div>✓</div> <div>✓</div>		
Virtual Wards			
<ul style="list-style-type: none"> • Continued implementation of virtual wards and remote monitoring hub. 	<div>✓</div>	<div>✓</div>	
Urgent and emergency care			
<ul style="list-style-type: none"> • Work with you to develop and put in place our urgent and emergency care recovery plan. • Work with you to develop and put in place our urgent care services. • Implement our hospital flow programme. • Implement our ambulance additional services capacity plans. 	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div>	

Outcome five:

**We will add 100,000
healthy life years to the
people of Dorset by 2033.**



Why it's important

We know you want to enjoy a long and healthy life. As well as providing high quality services for you when you are unwell, we are committed to supporting you to live the healthiest life you can by preventing illnesses as much as possible and addressing things that can lead to poor health and wellbeing.

There are several ways we can help you to live a longer, healthier and happier life:

- 1. Prevention and early detection:** we will focus on preventing diseases by promoting healthy lives and finding diseases early through regular screenings and checkups and earlier access to healthcare for underserved groups.
- 2. Chronic disease management:** we will focus on managing chronic diseases such as diabetes, heart disease, and cancer to stop things getting worse and improve your quality of life.
- 3. Access to care:** it is important that everyone has access to quality healthcare services, regardless of where they live.
- 4. Health education:** we will increase awareness of the steps people can take and the support they can get to be healthy, prevent disease and manage long-term conditions, so that people can have the best chance to tackle the things that get in the way of being healthy.

5. Social determinants of health: things like poverty, education, and housing have a far bigger impact on health than treating sickness. To improve the health of our communities, it is vital we look at these issues.

6. Technology and innovation: we will be bold and determined in using technical innovations to improve how we deliver healthcare services, increase efficiency, and improve your health outcomes. We want to be world-class in using data, artificial intelligence and digital solutions to improve lives. By doing this we will make sure we continue to provide services that meet the needs of people who are less able to use digital services.

By implementing these strategies, we will add to your healthy life years and improve overall health outcomes. Our ambition is based on adding five years of healthy life expectancy in our most deprived areas by 2043, aligned with national ambitions for life expectancy.



What we've been doing

We have a service called LiveWell Dorset. Through LiveWell you can get help to make healthy choices, look at the things that get in the way of being healthy, and make life better. The team are supporting people in moving more, managing weight, quitting smoking, and drinking less. You can access this service yourself or someone might put you in touch with them.

Right now, we are trying out new ways to help people with serious mental illness through LiveWell Dorset and our outpatient health villages. We are working closely with Active Dorset on a project which helps people with muscle and bone problems to be more active. The physical activity programme 'movement for movement' looks to support everyone to move a little more every day, with specialist help for those who would benefit most from moving more.

We have been helping pregnant people to quit smoking, and we have a service called tobacco dependency treatment to support them. We have expanded this support to all people staying in hospital and are testing it out for those who are getting long-term mental health services as outpatients.

Doctors in primary care can recommend a few national programmes to help people to lose weight. One is the National Diabetes Prevention Programme, which helps those who are at risk of developing diabetes.

Another is the Digital Weight Management Programme, designed for people who are overweight and have diabetes or high blood

pressure. GPs and community pharmacies also offer NHS Health Checks to calculate the risk of cardiovascular disease and help lower it if possible. GPs take part in a national audit called the Cardiovascular Disease Prevent Audit to see how well we do as a system to identify and manage conditions like high blood pressure. We encourage you to 'know your numbers' and get your blood pressure checked regularly.

We are committed to providing cancer screening and supporting people in their recovery from cancer. This includes making sure that people with serious mental illness, learning disabilities and those who are homeless are able to get to screening services. Screening programmes focus on identifying various types of cancer, such as cervical, breast and bowel cancer. They also target people who are more likely to develop other health problems such as eye screenings for diabetic retinopathy and screenings for abdominal aortic aneurysm.

We have been focusing on digital innovations. This helps us to make sure everyone has fair access to digital health services. We use these innovations to identify the right people who can benefit from digital tools for managing long-term health conditions. We also track the outcomes and results of using these tools for self-management of health conditions.

What we are going to do

Health inequalities programme

As part of our plan in outcome one on [page 28](#), we set out how we want to make things fair for everyone and prevent problems before they happen. We will focus on groups of people who are more likely to develop health problems and on areas of healthcare that are likely to lead to early death. This includes people living in more deprived areas and the five clinical areas for adults and children that are most likely to lead to poorer health. These are known as CORE20PLUS5. We will look at how we can make sure everyone gets fair access to services and support. We want to make sure that children, young people and adults can easily get help for their mental health and emotions. We will work hard to make sure that at least 60% of people with severe mental illness get regular physical health checkups. We will look closely at children and young people in different groups to understand their needs better.

As part of our plan in outcome three on [page 43](#) we set out how we will work with communities to give resources where they are needed, make better services for everyone, listen to communities and use our resources wisely. This outcome builds on that, with a focus on some key areas we know we could do better working together. The cardiovascular disease audit has highlighted we could do better in by identifying people with high blood pressure.

Tobacco dependency treatment service

Working with Public Health Dorset, we will continue to support the roll out of the tobacco dependency treatment service in our hospitals and other areas. We will also help more people take up the advice services offered by LiveWell Dorset so more people can live healthy lives.

Cancer

To help people with cancer, we will look at how different groups of people get access to treatments and how they recover. We want to make sure that everyone, no matter who they are, can get the right care. Working with our partners we will put in place programme to help prevent cancer, diagnose cancer early, achieve great outcomes, and treat our patients as individuals — with person centred, equitable care.

We will work with those affected by cancer to plan and find solutions. We will also find out what other needs people have when they are diagnosed with cancer. We will do this by talking to them and reviewing their health needs and then working with community organisations to make sure they are supported.

Elective recovery

We want everyone to have a fair chance at being healthy, so we work hard to make things equal. This includes how we design services, plan treatments and choose which services we provide.

We also look at how we organise our waiting lists. Last year, we used a tool to help us understand who might need more support. This year, we will focus on making sure that everyone waiting for the same treatment has equal results. To do this we will be changing how we manage our waiting lists and looking at things that are not always just related to medical reasons. We want to make sure people who need planned care can get it earlier, instead of waiting until their condition gets worse and needs emergency care.

Diagnostic investigations

To make sure you get the tests you need as quickly as possible we are working on a programme called community diagnostic centres. Our goal is to increase the number of people who get tests within six weeks. We also want to give GP practices the ability to directly ask for certain tests, which will help to speed things up. We will look to make sure that some people don't wait longer than others for their tests. This is part of a national effort to improve access to diagnostic tests for everyone.



Primary care recovery

We continue to support primary care development and recovery. We are looking at ways to further develop services in line with The Fuller Report recommendations so you get the right help when you need it, and primary care services are fair for everyone.

We are currently developing our primary care recovery plan in response to the national plan from NHS England which was published in May 2023. This will include plans for how we:

- help you to book your own appointments and manage your prescriptions
- use digital technologies to help you navigate your care
- increase the staff we have in primary care
- manage referrals effectively
- join up our teams so they work in a more integrated way.
- improve your access to urgent care when you need it
- make sure our buildings are fit for purpose
- make sure that there aren't groups of people who are not accessing primary care

Pharmacy, optometry, and dentistry services

From April 2023, we took on the responsibility for commissioning pharmacy, optometry, and dentistry services in Dorset. We are developing ways to improve access to these services and to make sure they are provided by joined up teams in communities.

Know your numbers

We will be encouraging you to 'know your numbers' and get your blood pressure checked regularly so you can take preventative measures to avoid future illness.



How we are going to measure progress

We will monitor a number of measures which will tell us if we are delivering our goals.

You will see:

- fewer people smoking
- more people taking up prevention services such as stop smoking, physical activity and weight management
- lower waiting times for our services such as tests, cancer services, planned appointments and surgeries
- better access to care closer to where you live including dental services, ophthalmology and pharmacy services.
- fairer access to our services so that some groups of people are not missing out.



Health inequalities programme	Year 1-2	Year 3-4	Year 5+
<ul style="list-style-type: none"> Undertake a baseline assessment of the CYP population across the 5 clinical priority groups and the top 20% most deprived and any potential “+5” groups and agree, as a system, the “+5” local priority groups and develop plans to meet local need. 	✓	✓	
<ul style="list-style-type: none"> Develop and deliver plans to address adult Core20PLUS5 priorities. 	✓	✓	✓
<ul style="list-style-type: none"> Review high impact intervention guidance when published and incorporate in plans where relevant. 	✓	✓	✓
<ul style="list-style-type: none"> Develop and deliver high intensity user plans. 	✓	✓	✓
<ul style="list-style-type: none"> Review women’s health strategy and identify any priority areas for action. 	✓	✓	✓
<ul style="list-style-type: none"> Develop our cardiovascular disease plan to focus on how we address differences between different groups. 	✓	✓	✓
Prevention			
<ul style="list-style-type: none"> Continue to support the roll out of Tobacco Dependency Treatment Services across providers. 	✓	✓	✓
<ul style="list-style-type: none"> Continue to work with Public Health Dorset to improve the uptake of lifestyle services including through Making Every Contact Count (MECC) approaches. 	✓	✓	✓
<ul style="list-style-type: none"> Work with LiveWell Dorset and Active Dorset to implement healthier lives programmes. 	✓	✓	✓
<ul style="list-style-type: none"> Work with Active Dorset to support the aims of the physical activity strategy. 	✓	✓	✓
Cancer			
<ul style="list-style-type: none"> Analyse variation in access to cancer pathways and in cancer outcomes by equalities/health inequalities groups and develop plan to address. 	✓	✓	
<ul style="list-style-type: none"> Identify holistic needs of people diagnosed with cancer through cancer care reviews and individual health needs assessments and ensure adequate provision is available. 	✓	✓	✓

Elective recovery	Year 1-2	Year 3-4	Year 5+
<ul style="list-style-type: none"> Develop and agree a new approach to waiting list management focusing on non-clinical factors. Identify variation in waiting times and 'did not attend' appointments and develop plans to address the issues 	<div>✓</div> <div>✓</div>		
Diagnostic investigations			
<ul style="list-style-type: none"> Increase the percentage of patients receiving a diagnostic test within six weeks. Increase GP direct access in line with the national rollout ambition. 	<div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div>	
Primary care recovery			
<ul style="list-style-type: none"> Continue to support primary care development and recovery. Explore ways to further develop services in line with the Fuller Report. Develop and implement our primary care recovery plan. 	<div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div></div> <div>✓</div>
Pharmacy, optometry, and dentistry services			
<ul style="list-style-type: none"> Develop ways to improve access to services provided by joined up teams in communities. 	<div>✓</div>	<div>✓</div>	<div>✓</div>
Know your numbers			
<ul style="list-style-type: none"> Encouraging you to 'know your numbers' and get your blood pressure checked regularly so you can take preventative measures to avoid future illness. 	<div>✓</div>	<div>✓</div>	<div>✓</div>

Enabling Plans

We have a number of enabling plans that will help us to deliver our outcomes.

You will find details of these enabling plans on the following pages.

Digital Plan



Digital Plan

New and emerging technologies can support flexible, personalised services to help you manage your health and wellbeing, and support stay independent. Technology can also tackle the challenges we face by giving people timely access to physical and mental health services.

Digital technologies can reduce pressure on our overstretched workforce, giving them more time for the treatment and caring only people can do.

We're using technology to help health and care professionals communicate better and enable you to access the care you need quickly and easily, when it suits you. By making more information accessible at your fingertips, we can give better access to the services you need, giving you more control over your own care.

We know that access to digital services may be harder for some groups, so our plans include thinking about what we can do to address this. We work with people called digital champions. They are a group of friendly volunteers who are good at explaining computers, without using jargon. They can help you use things like the NHS App to help manage your health.

What we are doing

We have been continuing the development of our digital services across each care setting including:

- Virtual wards.
- Enhancements to our population health management data.
- Additional functionality to share care records.
- A single maternity solution across our acute hospitals.
- Improvements to our cyber security defence.
- Plans for a one stop shop electronic patient record.

What we are going to do

It is vital the right information is available to staff when they are treating you for whatever service you need. All our technology is there to gather, process, display, or store data and provide it in the right context so staff have the information when they need it. The quality of data is also important.

We are working together with colleagues to improve the data we have and design systems which get the data to the right people at the right time as quickly as possible. Helping you access the information you need when you need it will help you to take proactive steps to managing your wellbeing. This in turn feeds in more data we can turn into intelligence, insights, and wisdom to improve things further.

Dorset Integrated Care System People Plan



Dorset Integrated Care System People Plan

One Dorset workforce

Our system is made of the people in it. To deliver our vision, “Working together to achieve the best possible improvements in people’s health and wellbeing”, we will need the collective people resources from all our organisations.

We want to have staff that are looked after, feel valued and respected, and are reflective of our communities. We want to be supported by compassionate leaders and have the opportunity for development and life-long careers.

Priority 1 – planning for the future

We act as an anchor system, attracting a talented and diverse workforce and plan effectively to address workforce supply issues now and in the future, responding to the shift to prevention and new models of healthcare and thriving communities. This includes improving access for deprived and other under-represented communities to the good quality jobs we offer.

Priority 2 – retaining our people

We look after our people, investing in and supporting lifelong, flexible careers where everyone feels valued, included and encouraged to reach their full potential.

Priority 3 – developing our people

Our people are our most valuable asset, and we offer everyone the opportunity to develop, learn and grow in response to the changes in how we deliver health and care for our population and for professional development.

Priority 4 – transforming people services for productivity and efficiency

Dorset has high quality people services and highly skilled people professionals, meeting the future needs of one Dorset workforce and realising the ambitions of this people plan.

The people plan will remain an iterative and ‘live’ plan to respond to the changing environments and priorities at a local, national, and regional level. Actions to be delivered will be identified as part of the ongoing work delivered through task and finish groups and long-term programmes of work.

Clinical Plan



Clinical plan

What we are doing

How we plan and deliver clinical care across Dorset will support our ambition of making Dorset the healthiest place to live. Our Clinical Plan is informed by the national health inequalities work known as Core20PLUS5 and Core20PLUS5 for children and young people. As part of this work, we are focusing on improving the health of our 20% most deprived population and highly vulnerable groups, and moving the focus to prevention. This work is closely aligned to the five objectives described in this plan.

As we move our focus to prevention, there are key points in life where lifestyle changes can improve long-term health outcomes. These are the early years of life, pregnancy, and middle age. We understand the importance of maintaining focus on the health and wellbeing of our young families and children to ensure the long-term health of our population. Identification and early intervention to prevent long term conditions in middle years will also support people to have the longer healthy years we all want.

We are currently developing a clinical plan, with short, medium, and long-term goals, which will be clinically driven and ensure the voice of local communities in Dorset is heard so we can truly codesign services with you.

What we are going to do

As part of this development, we have agreed some key principles which will support the clinical plan as we move forward in its development:

- There should be an active move to prevention and early intervention.
- Services should be co-designed both around the needs of local people and consider the location in both designing and delivering services.
- Joined up, seamless care ensuring people should only have to tell their story once regardless of the organisation.
- People's health and social care needs are considered as a whole instead of multiple conditions.
- Services must be designed to support and encourage people to manage their own conditions where possible.
- A focused investment to tackle inequalities in areas of deprivation and the greatest need.

We are committed to shift the focus of clinical attention towards prevention while recognising the need to deliver high quality, sustainable services when you need them.

Estates plan



Estates plan

The buildings and land (the estate) we own, lease, rent, or share provides the foundation from which we can deliver our services to you. From the large acute hospital sites and smaller community hospitals to individual GP practices and other local facilities we aim to provide the best possible services in the most suitable location.

We want you to be able to access the support you need as easily and close to your home as possible. Some of our estate is modern, well designed, well located and efficient to maintain and run, but some isn't. We have some older buildings that may cost a lot to maintain or need changes to allow our staff to deliver your care effectively, and some are no longer in the right place to support you.

Each organisation has a strategy describing how they plan to manage their estate and how this will support the Dorset system. We now need to develop our overall strategy so we can plan to have a system wide estate that is fit for purpose and allows us to deliver this plan.

What we are doing

We are creating our Dorset System Estates Strategy, which will be ready this year. It will include:

- a detailed stock take of all our estate. What do we have, what condition is it in, and how well used is it?
- comparing the facilities with current and future requirements, including where new housing will increase local needs and where inequalities need addressing.
- understanding the costs and available funding, both to manage what we have and to build and improve facilities.
- an agreed and consistent approach to estates planning so we can use our limited public money in the most appropriate way for the people of Dorset.

We will consider the impact of the digital and workforce plans as well as the green plan on the estate when making our decisions. Improving the estate can be slow, and expensive, so we need to be planning as early as possible for future years whilst still being able to respond to changing needs.

Our ambition is to extend the plan to work with other partners to have a single strategy for all the Dorset public estate which will provide further opportunities for delivering services to you as locally as possible.

We will have an estates plan that supports your needs and our priorities. It will enable us to make best use of our properties and ensure we are making the right decisions.

Finance plan



Finance plan

Together with our local authority partners we spend £2.2 billion a year on public services for Dorset but, as we described on [page 19](#), we currently have a funding gap of £98 million in Dorset's NHS organisations. We therefore need a plan to manage finances to ensure we can live within our means and deliver the right services in a sustainable and efficient way into the future. We are required to set a balanced plan, one with no shortfall, each year.

We believe the objectives described in this plan will deliver services in a more efficient way. We know, from comparing our services with good practice elsewhere and from our own experience, well designed services that meet your needs will be more cost effective. The financial pressures faced by Dorset public services make it more difficult to change because we may have to invest first before we see the benefits. We therefore need a clear and robust plan to manage our money over the next few years. We don't want to resort to cost cutting, we want to find better ways of working that mean we can do more for the same cost.

The financial challenges in the short term, together with uncertainty about future levels of funding and costs mean we must plan.

What we are doing

We know what the financial challenges are for 2023/24. We are now continuing our analysis and modelling to understand what the position looks like for future years.

By the autumn we will have a detailed understanding of the cost pressures across the Dorset's NHS organisations for the following four years. We will be able to describe how difficult the financial position will be if we do not make changes.

Using the plans outlined in this document we will understand how the changes we will make are going to improve the financial position and how we are going to be sustainable.

We know this will not be easy, particularly whilst new ways of working are just starting, so we will work with our national and regional colleagues to support our programmes of work and identify opportunities for additional funding if needed.

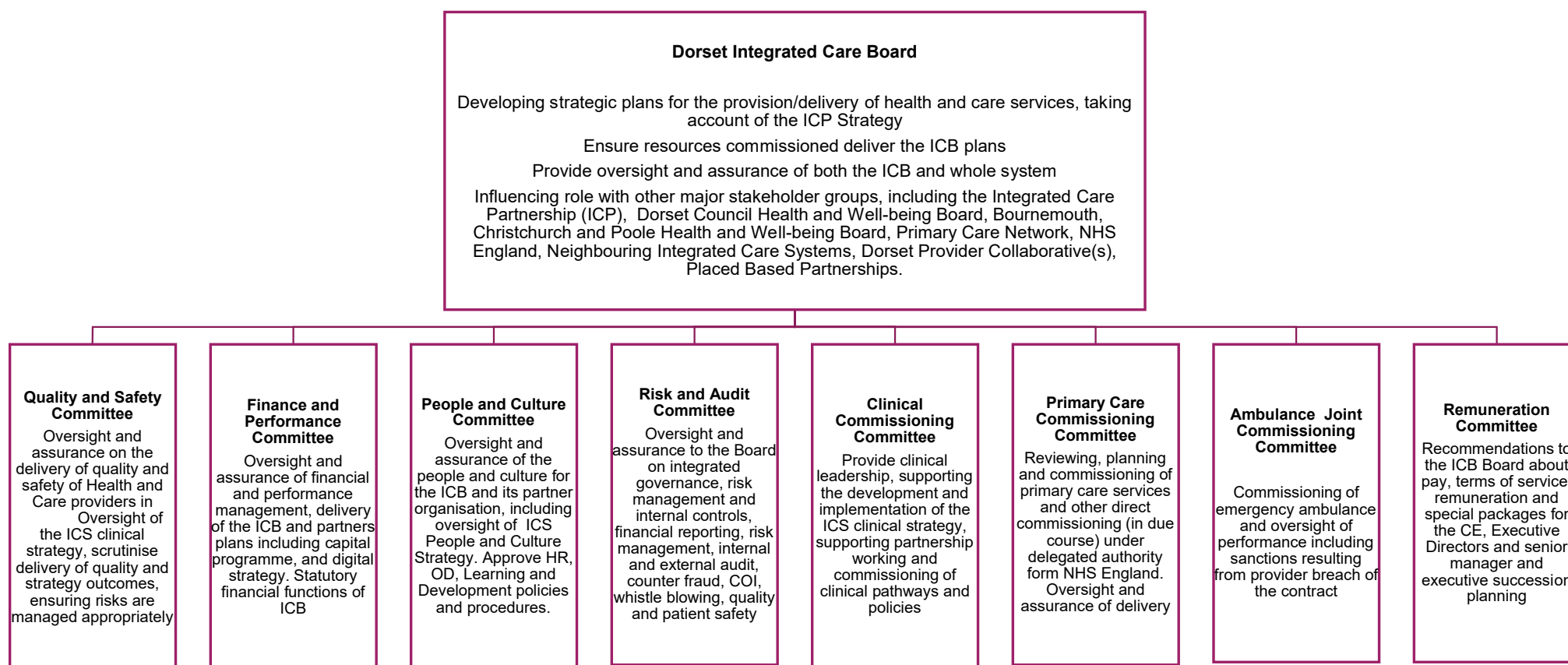
The outcome will be a financial plan that ensures the ongoing sustainability of health services in Dorset and supports and drives the changes needed to improve how we support you to live your best life.

Appendices



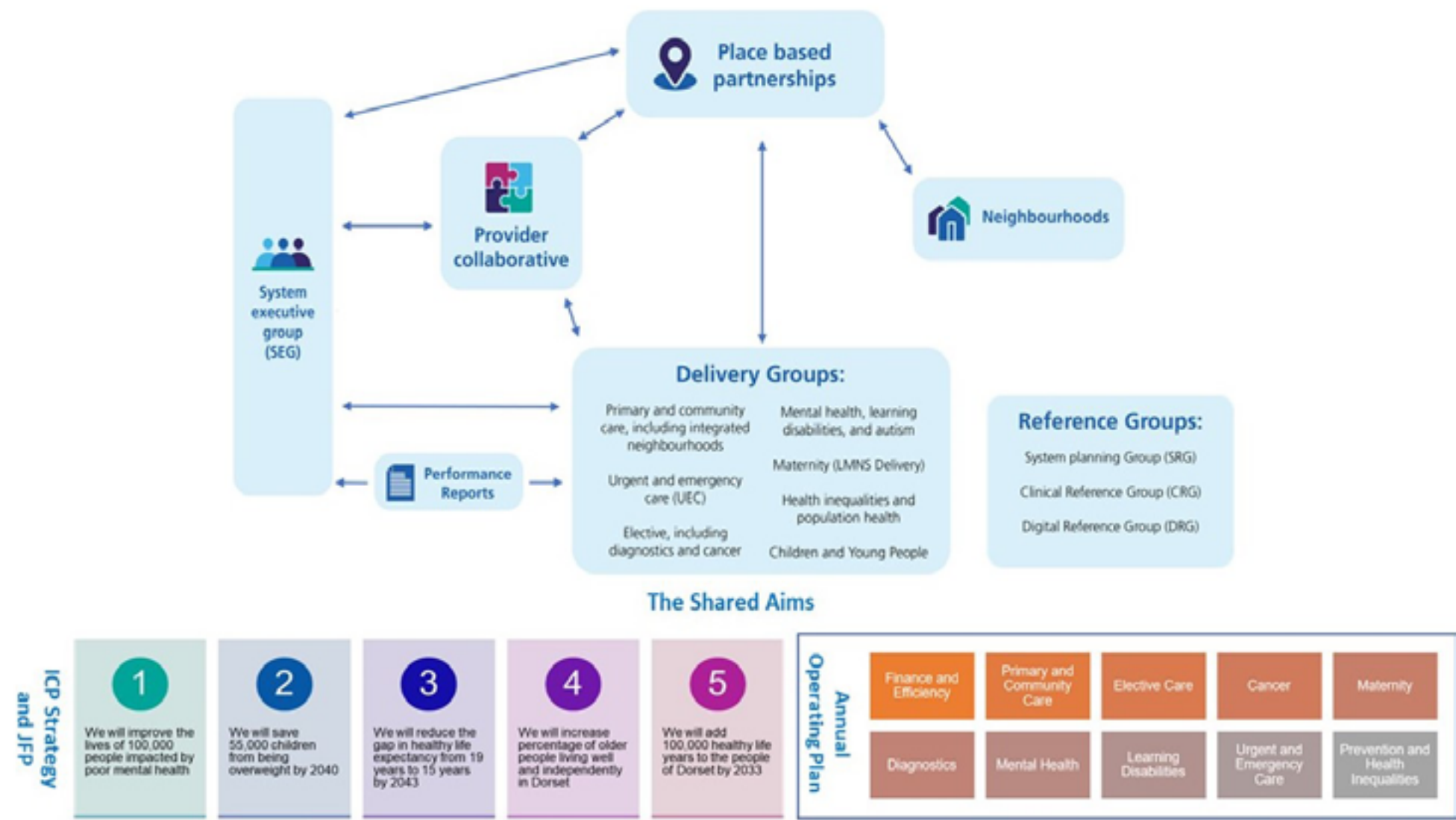
Governance

This section of the plans describes how we work and how we will monitor the delivery of our plan through our system groups and committees.



System ways of working

The below diagram shows how we work as a system.



Risk and Mitigations

This section of our plans describes the risks we have considered when developing our plan and action we will take to reduce these risks.

Risk	Severity	Likelihood	Mitigating Action
Increases in urgent care pressures such as increase in the number of people in Accident and Emergency Departments, preventing the system to recover services	H	H	<p>All our plans make sure they have considered the impact of seasonality e.g. holidays</p> <p>We have plans in place to use Independent Sector providers for planned care</p> <p>We have a System Control Centre and plans in place to manage and ease pressures when these occur.</p>
Too many people 'with no criteria to reside' leading to delays in timely access to emergency departments, ambulance handover delays and reduced planned inpatient activity	H	H	<p>We have plans for:</p> <ul style="list-style-type: none"> • Integrate intermediate care and rehabilitation services • Discharge pathways • Implementation of virtual wards • Alignment of the Better Care Fund to support timely discharges • Implementation of the Urgent and Emergency Care recovery plan
Not enough money to provide the services we need meaning we are not able to live within our means	H	H	<p>We have in place:</p> <ul style="list-style-type: none"> • robust process to monitor our financial plans • our operational plan for 2023/24 which sets out how we will spend our money and live within our means <p>We are developing a three year financial plan to setting out how we will manage and spend our money.</p>

Risk	Severity	Likelihood	Mitigating Action
Not enough workforce with the right skills to deliver the services we need	H	M	<p>We have in plans in place:</p> <ul style="list-style-type: none"> • Dorset wide People Plan • Developing workforce expansion plans for Mental Health, Community Diagnostics, Additional Roles Reimbursement Schemes, NHS 111 First, discharge and primary care <p>Workforce risk assessments have been completed for primary services and health providers and actions are being implemented as needed.</p>
Not enough care home/ social care services (market) to support health and care	H	M	<p>We have in place an integrated community oversight groups includes representative from both LA and Dorset ICB.</p> <p>Plans in place to understand what we need from and how we make sure we have enough social care providers to meet the needs of people in Dorset.</p> <p>We have brought more care home placements.</p>
Not enough staff, money or other resources to deliver all the programmes of work we are planning to do	M	M	<p>We have in place a clear operational plan which sets out what we are going to do in 2023/24, how we are going to do it and how we will monitor that we are delivering it.</p> <p>We have in place a Programme Management Support team to help our teams deliver the work set out in our operational plan.</p>
Wider political appetite and support- balancing cost, quality, service delivery, outcomes and patient preference	H	M	<p>Engagement and involvement, testing levels of ambition of all partners at each stage.</p>
Not working well with our partners meaning we are not integrating the services and doing the work we need to do	M	L	<p>We have in place delivery groups who have the right people to lead the groups</p> <p>Communications networks, stakeholder engagement and involvement plans.</p> <p>We have developed our priorities and action plans together.</p>

Delivering our statutory functions

Appendix 3

This section of our plans describes how we will deliver our legal requirement set out by NHS England.

Legislative Requirement	How we deliver our requirements
1. Describing the health services for which the ICB proposes to make arrangements	<p>Our Joint Forward Plan explains the health services that have been put in place to help us meet the needs of the people living in Dorset.</p> <p>Our Operational Plan gives more details about how the system is performing and what actions we are taking this year. On the websites below, you can find out more information about the services we offer in Dorset, a summary is on pages 6 to 7:</p> <ul style="list-style-type: none">• Dorset Integrated Care Board• Dorset County Hospital NHS Foundation Trust• Dorset Healthcare University NHS Foundation Trust• South Western Ambulance Service NHS Foundation Trust• University Hospitals Dorset NHS Foundation Trust <p>We continue to support primary care development and recovery as part of our role as commissioners. We are looking at ways to further develop services in line with The Fuller Report recommendations which suggests ways to improve access to urgent care, neighbourhood and place services, which our plan focuses on, so that everyone gets the right help when they need it.</p> <p>From April 2023, we will be responsible for commissioning pharmacy, optometry and dentistry services in Dorset. We are developing ways to improve access to these services and also the healthcare that people receive.</p> <p>On page XX we explain how we keep track of how we are doing delivering our plan.</p>

Legislative Requirement	How we deliver our requirements
	<p>The NHS is also responsible for responding to, a wide range of incidents and emergencies that could affect health or patient care. These could be anything from extreme weather conditions to an outbreak of an infectious disease such as Covid or a major transport accident. This is referred to as emergency preparedness, resilience and response (EPRR). The Civil Contingencies Act (2004) requires NHS organisations, and providers of NHS-funded services, to show that they can deal with such incidents while maintaining services.</p> <p>The ICB is known as a Category 1 responder which means we must:</p> <ul style="list-style-type: none"> • assess the risk of emergencies occurring and use this to inform contingency planning • put in place emergency plans and business continuity management arrangements • make information available to the public, including warning and informing in the event of an emergency • co-operate with and share information with other local responder. <p>We coordinate the activities of all providers of NHS funded healthcare to plan for and respond to emergencies. The ICB represents the NHS at the Dorset Local Resilience Forum, which coordinates multi-agency partners to prepare for and respond to civil emergencies.</p> <p>The ICB has an Accountable Emergency Officer (AEO) for EPRR, who is responsible for discharging the ICBs responsibilities around EPRR and providing assurance to the board.</p>
2. Duty to promote integration	<p>We want to provide health services in an integrated way and that's why we made our Joint Forward Plan. Our Constitution and Governance Handbook explains how we work together to make decisions.</p> <p>Working with local authorities, we have agreed on Better Care Fund plans for 2023-25. These plans are for intermediate care, short term care capacity and demand, offering support to unpaid carers, and providing help with housing adaptations.</p>

Legislative Requirement	How we deliver our requirements
	<p>We have created Place based partnerships in Dorset and Bournemouth, Christchurch and Poole. This means leadership, governance, and plans at place are being developed, to be in place by 1 April 2024.</p> <p>Primary Care Networks and other partners will get help with developing integrated neighbourhood teams from the National Association of Primary Care (NAPC). This will create a model of integrated nursing as well as teams to help older people. We are already making progress with urgent community response, virtual wards, and proactive general practice.</p>
3. Duty to have regard to wider effect of decisions	<p>To deliver our goals set out in our Forward Plan, we will focus on and make sure that when we make decision we will consider the impact they have on health and wellbeing of people in Dorset, the quality of services and how efficiently and sustainably we use our resources.</p> <ul style="list-style-type: none"> • Health and wellbeing - our Joint Forward Plan sets out five outcomes for delivery which are linked to the three themes of our Integrated Care Partnership Strategy and operational plan • Quality of services - we have a Risk Strategy and a Quality Framework in place which describes how we monitor quality and identify any risks for health services and across the Dorset System. We do this by using data and intelligence to monitor quality of service, health inequalities. • Efficiency and sustainability- we have a Finance and Performance Committee and an Operations and Finance Reference Group to help us manage our money. Our plan sets out the financial challenges we have over the next two years (see page 19) and sets out plans for how we will use our resources (money and workforce) in the best way to produce the best quality outcomes and make sure we live within our means. <p>We have a performance framework which sets out how we will monitor the delivery of our plans through our groups and committees. It includes early warnings measure which will show when our performance is declining, what we need to do. The Framework includes all the main and supporting measure from the operating plan, CORE20Plus5 and forward plan which link to the ICP Strategy.</p>

Legislative Requirement	How we deliver our requirements
4. Financial duties	<p>The national financial framework sets out that each Integrated Care Board (ICB) and its partner trusts don't spend more money than they have been allocated.</p> <p>Each year we plan how we will spend our capital and revenue resources as part of the Operational Planning Process to make sure we do not spend more money than we have and still maintaining quality and access to services and improve outcomes. The details are seen in our Operational Plan for 2023/24. The financial plan for 2023/24 sets out what this entails, including our efficiency and productivity programmes. This is reported to the Board each month to show the progress we are making in delivering our plans and any risks that we may have.</p> <p>Our plans are shared with the Dorset Integrated Care Partnership and both Dorset and Bournemouth, Christchurch and Poole Health and Wellbeing Boards.</p> <p>By September 2023, we will have developed a medium term (3year) financial plan which will set out how we manage our resources. This plan will make sure that their goals and service improvements are met in a way that are sustainable. This will include our joint capital plan for 2023/24 and future years which will be reviewed each month.</p>
5. Duty to improve quality of services	<p>We work with our partners to make sure that all of our services are up to standard and safe. We have processes in place to do this which also set out what we do when our quality and safety standards are not being met.</p> <p>Our Quality Committee and System Quality Group is where our partners come together to discuss intelligence and learning on all quality matters across the system where we share responsibility for this. We use a number of measures so we can monitor our performance and use these measures to help us make decisions with our partners.</p> <p>Our Quality Framework sets out how with our partners to monitor our services, to make sure everything is working and that our services are of good quality services. We want to make sure that we all improve together, that everyone is heard and that all services are meeting the needs of everyone.</p>

Legislative Requirement	How we deliver our requirements
	<p>We will know when we have reached our goal as:</p> <ul style="list-style-type: none"> • We will always make sure that practice, structures, values & outcomes are discussed and recorded before major decisions are made • The ICS improves together • We listened to staff and service to make sure they are heard • All our partners will have a culture that reflects, appreciates, and shares learning • We will deliver high quality services, that best meet the needs of the people of Dorset.
<p>6. Duty to reduce inequalities</p>	<p>In Dorset, people generally have good health and live longer than the England average. However, life expectancy is different between the most wealthy and the least wealthy areas.</p> <p>Our Integrated Care Partnership Strategy - Working Better Together has five goals to help the people who are in greatest need.</p> <p>We have a Health Inequalities Group that makes sure all the organisations involved work together in a way that helps everyone across Dorset. Through programmes of work such as CORE20Plus5 for adults and children.</p> <p>We have agreed that we will commit £2,128 million from the Dorset ICB for next year to help reduce differences in people's access and outcomes.</p> <p>Using our Dorset Intelligence and Insights Service we will be able to target the areas where people and communities most need help, where there are the greatest differences and improve the outcomes for the people who live there.</p>

Legislative Requirement	How we deliver our requirements
7. Duty to promote involvement of each patient	<p>We want to make sure people have more choice and control over their health and care. To do that, we will continue to develop our partnerships so we have a Universal Personalised Care Model across our organisations. This work will help us towards achieving our five outcomes for Dorset ICS.</p> <p>We want to use population health management and tackle health inequalities so that people have sustainable and high-quality health and care in Dorset. This approach is important for us to reach our goals at a system, place and neighbourhood level.</p> <p>We are going to spread and make bigger the Universal Care model in Dorset. This will help us to:</p> <ol style="list-style-type: none"> 1. Change how health and care practitioners work and communicate with people 2. Help to reduce the differences in health care in Dorset 3. Make sure the right health and care services are in the right places 4. Make people healthier and get better care. <p>We are working with our partners to:</p> <ul style="list-style-type: none"> • make sure people have the skills needed to give personal care • will increase Personal Health Budgets, including temporary ones to help you after leaving hospital, stop you from going into hospital and keep you healthy • use digital technology to make it easier to get and receive non-medical support • make sure people get the care they need in Dorset and that personal care is in place • give people with long-term conditions the help and support they need to manage their own health and wellbeing, helping them cope with their condition and reducing the need for services. • make sure personal care is part of programs like Aging Well and Elective Care • help Primary Care Networks to deliver the goals from the Fuller Review for a personalised care network • use our population health tool (Dorset Information and Insights Services) to understand the difference in outcomes for people and tailor support to them and to make sure we know the impact.

Legislative Requirement	How we deliver our requirements
	<p>We will know when we have reached our goal as:</p> <ul style="list-style-type: none"> • We will always make sure that practice, structures, values & outcomes are discussed and recorded before major decisions are made • The ICS improves together • We listened to staff and service to make sure they are heard • All our partners will have a culture that reflects, appreciates, and shares learning • We will deliver high quality services, that best meet the needs of the people of Dorset.
8. Duty to involve the public	<p>Our Working with People and Communities Strategy explains how we will work with people and communities. It describes our principles, how we will work and what we will do to make sure people and communities come first. Our plan matches the 10 principles for working with people that NHS England published.</p>
9. Duty as to patient choice	<p>We support our GPs to offer choice to people registered within their GP Practice, this in line with NHS Constitution for England and the NHS Choice Framework.</p> <p>We make sure service users and GPs know about the different places they could go for consultant-led services, and the amount of time they would have to wait at each place.</p> <p>When service users need a consultant led appointment they are given a full choice list at the point of referral and we keep GPs up to date with the shortest waiting time. Information about services are publicised on local websites, we have more information in our access policy and Waiting Well information which is available on trust websites.</p> <p>We provide our services on ERS and use open procurement for any cases which don't fit this. This ensures the best care and value-for-money.</p>

Legislative Requirement	How we deliver our requirements
10. Duty to obtain appropriate advice	<p>Our Clinical and Care Professional Leadership Framework sets out how we make sure that there is a strong clinical and care professional involvement in advice and decision making across the system.</p> <p>When we make decisions we make sure that we take advice from lots of different experts, some examples can be seen below:</p> <ul style="list-style-type: none"> • Social care practitioners • Public Health • Voluntary and Community Sector • Housing • Education • NHE England • Clinical Networks and Senates <p>There are lots of ways we seek this advice, we do this through our:</p> <ul style="list-style-type: none"> • Integrated Care Board where there are clinical leaders such as chief Medical Officer, Chief Nurse and representation from primary care, ambulance service and local authority • Integrated Care Partnership where there are also professionals from fire, police, community and voluntary sector • Clinical Delivery Groups who have both clinical and non-clinical professionals e.g. Urgent and Emergency Care, Elective Care, Primary and Community Care, Mental Health • Developing Provider Collaborative and Place Based forums who include both clinical and non clinical professional.
11. Duty to promote innovation	<p>We are a member of the Wessex Academic Health Science Network (AHSN) as part of this we look for the best ways to improve healthcare through looking at new ways to do things and technologies that can help us do this. Being part of the AHSN also helps us to do more to support the local economy.</p>

Legislative Requirement	How we deliver our requirements
	<p>In 2022, we set up the Dorset Innovation Hub (DIH). It's funded by the Health Foundation until 2024 and is based at University Hospitals Dorset. The DIH works to meet the needs of people in Dorset and make sure that innovation is connected with system priorities. It's headed by a group of voting members from different organisations.</p>
<p>12. Duty in respect of research</p>	<p>We want to make the most of the opportunities from research and use the maximising the benefits of research: Guidance for integrated care systems by building on and developing further the ICS research activities to inform how we do this.</p> <p>In 2021, we published a Research Strategy which set out how we will create patient-centred care that makes use of the newest technology and encourages everyone to take part in research that is relevant to them.</p> <p>Our research strategy sets out how we will deliver the national and local goals, by focusing on four themes which are:</p> <ul style="list-style-type: none"> • Our citizens – giving everyone in Dorset the chance to take part in research near their homes • Our workforce – staff research opportunities and make sure they understand and use research • Working in partnership – partner with organisations so that different people and ideas can work together • Management of research – make research easy and efficient to manage across all our organisations <p>We have set up two Research Clinical Trials Units in East and West Dorset, supported by two moveable units. This part of our Living Lab Project which covers the Dorset Health Villages in Poole and Dorchester. We also have Research Active Dorset which will work with the Clinical Reference Group.</p> <p>We are also member of the Wessex Health Partnership which is where we come together with other health and care, academic and research partners to look at how we can drive forward improvements in health and care through research, innovation and training which will help us to deliver our plans and improve the economy in Dorset.</p>

Legislative Requirement	How we deliver our requirements
13. Duty to promote education and training	<p>We know that education and training are key in helping us get the best care. We continue to make sure that all of our staff get the development they need to help them provide them best possible care. We work with education providers to make sure our staff and students have the best experience. Our professional faculties have education as part of their plan. Things we've done to make sure we have the right staff with the right skills to deliver the best care in Dorset and to help keep the staff working in Dorset include:</p> <ul style="list-style-type: none"> • Giving extra training through Advanced Practice • Apprenticeships such as Nursing (HCSW, Trainee Nursing Associate) • International Recruitment and Return to Practice across all professional areas. <p>We're also looking at new apprenticeships in areas where we struggle to recruit, like nurses, allied health professions and pharmacy careers.</p>
14. Duty as to climate change	<p>We want to do all that we can to help our communities develop and grow this means that we will also make sure we do all we can to help environmental, economic and social value. As part of this we approved our Green Plan in 2022.</p> <p>The Green Plan sets out how we across health partners will reduce our carbon emissions and support sustainability goals including supporting the two NHS targets in its aim to be the worlds first net zero national health service as follows:</p> <ul style="list-style-type: none"> • For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032; • For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

Legislative Requirement	How we deliver our requirements
15. Addressing the particular needs of children and young people	<p>We want the best for children and young people. That's why our joint plan puts a bigger focus on early help, primary and secondary prevention.</p> <p>We're working with the local authorities to create a care plan for children and young people's mental health and emotional wellbeing. This will be based on the principle of helping children to thrive. We want to make sure there's 'no wrong door' for children and young people looking for help and that physical and mental health are integrated. These are the key outcomes from this work:</p> <ul style="list-style-type: none"> • children and families at the centre and design of service coproduced with CYP and families creating a model that works for families. • families to be trusted and have more control in relation to the of support they can access • Help and support available much sooner in the places CYP are, in communities, in schools. Immediate access to help when heading towards a crisis. • no wrong door, integrated, very few if any thresholds or barriers to accessing help and fully inclusive for any young person who needs support. • services properly invested in to meet the level of need and anticipated need with a single agreed funding pot, ending arguments. <p>We want to make sure children are healthy, so they can reach their potential. One of our priorities in our plan is to prevent and reduce levels of childhood obesity. We're working with local authorities, Public Health Dorset and education to focus on early years and the things that affect physical and mental wellbeing in children. This includes the Better Births programme, supporting and advising on infant feeding and giving children more physical activity with things like the Healthy Movers and the Daily Mile.</p> <p>We are working on the CORE20PLUS5 programme for children focussing on children from the worst off areas to understand what services they use, what they need and then to come up with possible solutions.</p>

Legislative Requirement	How we deliver our requirements
	<p>We have an ICB executive lead who looks after making sure that these solutions for children and young people are carried out.</p> <p>NHS Dorset is one of three organisations on the Pan-Dorset Safeguarding Children Partnership. The law makes sure these partnerships exist.</p> <p>The Partnership have set five main goals which are:</p> <ul style="list-style-type: none"> • reducing neglect • reducing exploitation • emotional wellbeing and mental health • positive outcomes for children missing from home • agency effectiveness.
<p>16. Addressing the particular needs of victims of abuse</p>	<p>We want to make sure everyone is safe, that's why the ICB and all the services provided by our partners must follow the NHSE Safeguarding Assurance and Accountability Framework.</p> <p>Our Safeguarding Strategy sets out our goals and what we plan to do, we have summarised these below:</p> <ul style="list-style-type: none"> • Support the inter-agency response to the reduction of harm of child abuse • Reduce the harm of domestic abuse for victims and families • Support children to maintain positive mental health and emotional well-being • Reduce health inequalities for children in care and care leavers • Improve NHS services to safeguard adults • Contribute to the inter-agency response to the Serious Violence Duty • Reduce child mortality.

Legislative Requirement	How we deliver our requirements
17. Implementing any joint local health and wellbeing strategy	<p>Dorset has two Health and Wellbeing Boards:</p> <ul style="list-style-type: none"> • Dorset Health and Wellbeing Board • Bournemouth, Christchurch and Poole Health and Wellbeing Board <p>Our plan aligns with the priorities outlined in our Health and Wellbeing Strategies. The priorities set out in the Health and Wellbeing Strategies and how we support the delivery of these are:</p> <p>Empowering communities: In our plan, we focus on working with communities to help them live independently and access the services they need. We pay special attention to communities with the greatest needs.</p> <p>Promoting healthy lives: Our plan outlines how we will improve outcomes for children, young people, and adults with mental health conditions. We also aim to ensure that children have a healthy start in life by addressing issues like overweight and obesity. Additionally, we strive to reduce disparities in health outcomes, such as high blood pressure.</p> <p>Supporting and challenging: Our plan explains how we will collaborate with partners across the healthcare system to develop integrated care solutions for communities and neighbourhoods. This includes urgent care services. We also highlight the importance of joining up health and care services through initiatives like the Better Care Fund.</p>



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