



Report to: East Sussex Better Together (ESBT) Strategic Commissioning Board

Date of meeting: 20 December 2017

By: Director of Adult Social Care and Health
East Sussex County Council (ESCC)
Chief Officer
NHS Eastbourne, Hailsham and Seaford Clinical Commissioning Group (EHS CCG) and Hastings and Rother Commissioning Group (HR CCG)

Title: ESBT Alliance New Model of Care progress update

Purpose: To provide the ESBT Strategic Commissioning Board with an update on progress with plans to strengthen our ESBT alliance arrangement in 2018/19

RECOMMENDATIONS

The ESBT Strategic Commissioning Board is recommended to:

- 1) Note that our proposals for strengthening the ESBT Alliance in 2018/19 remain on track. This includes the recent decision to recommend to ESBT sovereign partners to extend the ESBT Alliance Agreement until March 2020.
- 2) Discuss the ESBT Alliance planning and integrated governance, including arrangements for integrated strategic commissioning and financial planning.
- 3) Note that the acceleration of Sustainability and Transformation Partnerships (STP) and commissioning reform reinforces our need for ESBT health and care system to be flexible and responsive whilst ensuring successful implementation of our local integrated commissioning arrangements focussed on our ESBT 'place'
- 4) Note that the ESBT Accountable Care Development Group also continues work to develop the criteria to determine how integrated health and social care service delivery will best meet local need, in the context of the wider Sussex and East Surrey STP.

1. Background

1.1 East Sussex Better Together (ESBT) is our whole system (£1billion) health and care transformation programme. Our shared vision is that by 2020/21, there will be a fully integrated, sustainable health and social care economy in East Sussex that ensures people receive proactive, joined up care, supporting them to live as independently as possible and achieving the best outcomes. By working together we aim to achieve high quality and affordable care now and for future generations and improve the quality and safety of all the services we commission and deliver.

1.2 We know we can be most effective if we manage as a system to drive innovation and continual improvement and to collectively address the financial and activity challenges we face, within our place based resource envelope. Accountable care is the vehicle we have chosen to help us deliver this.

2. Supporting Information

Strengthening our ESBT Alliance: single, system-wide leadership

2.1 By April 2018 we have agreed that we will have in place single system-wide leadership for health and social care commissioning and transformation, supported by stronger system governance. This will be underpinned by an integrated financial planning framework of pooled and aligned funding to reinforce our ESBT focus on population health, reducing health inequalities and outcomes to drive improvements.

2.2 We are currently on track with shaping our proposals to deliver this. We have mapped and reviewed the existing governance arrangements of our sovereign commissioning member organisations, as well as the key elements of our new ESBT Alliance governance structure, to further develop our understanding of the following:

- what is currently delegable to our Alliance and what isn't;
- where lay, clinical and elected members' roles could be used to best effect in assuring plans as we move forward on a system-wide basis in 2018/19;
- an initial screening exercise of potential equalities and health inequalities impacts, and;
- the transitional timetable that will be necessary to test how we can make our integrated commissioning arrangements work to best effect, and make optimum use of the ESBT Alliance Governance arrangements to support population health and wellbeing.

2.3 We are also aiming to ensure we have a set of clear criteria for how our ESBT services will be organised and within this what health and care integration looks like locally. This will need to take account of our contribution to the Sussex and East Surrey STP, and how to best transform to meet population health and care needs and deliver in-year improvements to service quality and finance, in line with our five year ESBT Strategic Investment Plan (SIP).

Future organisational model

2.4 Further to this, a critical next step during early 2018/19 will be to develop and agree the business case to describe what accountable health and care will look like organisationally in East Sussex, how this will relate to the Sussex and East Surrey STP, and what needs to happen on a locality basis. A key influencing factor will be the likely wider STP acute clinical services strategy, and the timetable as it emerges. Work to scope and develop the business case is being taken forward by the ESBT Accountable Care Development Group, and the initial broad areas of focus are likely to be:

- Our ESBT criteria for how best to organise service provision to enable transformation to meet local population health and care needs on a sustainable basis
- The outcomes we will commission to meet population health and care needs on a sustainable basis
- How this will support and integrate with the Sussex and East Surrey STP, including the likely acute services strategy
- The role of ESBT localities
- The legal and governance arrangements between ESBT and the STP
- The financial arrangements that will underpin the way we organise services
- Impact assessments.

Our ESBT Alliance Agreement

2.5 In order to enable the further development of our ESBT Alliance and the work towards our future preferred model, at its informal meeting on the 8 November, the ESBT Alliance Governing Board agreed to recommend to sovereign bodies of the Alliance the necessary extension of the current ESBT Alliance Agreement until March 2020, as the framework within which a strengthened

ESBT Alliance will operate in 2018/19 and 2019/20. This is in line with existing parameters regarding the term of the Agreement.

Current action

2.6 It is clear that our current and necessary focus as an ESBT Alliance is to confirm and deliver our plans for financial recovery, and improve the in-year run rate for our ESBT system in order to demonstrate our ability to manage and transform within our resource envelope. This includes implementing some technical changes to the provider contract this year, as well as agreeing the contracting vehicle for 2018/19.

2.7 Strengthening our system governance to assure our Financial Recovery Plans (FRP) will be a key part of this, alongside ensuring our contribution to the emerging plans for system balance within the Sussex and East Surrey STP. It will be important to target all energies delivering this, and not to detract or distract from this in the short term, in order to enable the confidence from our regulators that will support us in moving forward collectively as a system.

3. Conclusion and reasons for recommendations

3.1 The national direction of travel for commissioning reform requires us to accelerate our plans for ESBT place-based commissioning by April 2018 to ensure we can best organise ESBT services locally to meet our population health and care needs, as well as contribute effectively and flexibly within the wider STP framework.

3.2 In a slight revision to timescales, and to allow time to finalise our plans for financial recovery and ensure ESBT Alliance partners' proposals for integrated system leadership are fit for purpose, we will bring a comprehensive set of recommendations in the New Year, covering:

- Our integrated financial planning framework of pooled and aligned funding;
- Locality planning proposals;
- Our integrated governance arrangements, to ensure delivery of service quality and system financial balance.

3.3 The ESBT Strategic Commissioning Board is recommended to:

- **Note** that our proposals for strengthening the ESBT Alliance in 2018/19 remain on track. This includes the recent decision to recommend to ESBT sovereign partners to extend the ESBT Alliance Agreement until March 2020.
- **Discuss** the ESBT Alliance planning and integrated governance, including arrangements for integrated strategic commissioning and financial planning.
- **Note** that the acceleration of Sustainability and Transformation Partnerships (STP) and commissioning reform reinforces our need for ESBT health and care system to be flexible and responsive whilst ensuring successful implementation of our local integrated commissioning arrangements focussed on our ESBT 'place'
- **Note** that the ESBT Accountable Care Development Group also continues work to develop the criteria to determine how integrated health and social care service delivery will best meet local need, in the context of the wider Sussex and East Surrey STP.

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BACKGROUND DOCUMENTS: None