

Report to: Lead Member for Strategic Management and Economic Development

Date of meeting: 20 August 2018

By: Director of Adult Social Care and Health

Title: East Sussex Better Together – updated ESBT Alliance Agreement

Purpose: To seek agreement to the ESBT Alliance Agreement being updated and extended until 2020

RECOMMENDATIONS

The Lead Member for Strategic Management and Economic Development is recommended to:

- (1) Agree in principle to amend the East Sussex Better Together (ESBT) Alliance Agreement for 2018/19 as set out in paragraph 2.1 of the report, and that authority is delegated to the Chief Executive to finalise and agree these amendments, including entering into an ESBT Alliance data sharing agreement with the other partners.**
 - (2) Agree to delegate authority to the Chief Executive to make any other amendments to the Alliance Agreement they consider appropriate arising from the governance review, from a review of learning from the first year and to ensure that the Agreement remains fit for purpose going forward.**
 - (3) Agree to extend the ESBT Alliance Agreement for a further year until 31 March 2020.**
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1. Background

1.1 East Sussex Better Together (ESBT) is our whole system health and care transformation programme. Our shared vision is that by 2020/21, there will be an integrated, sustainable health and care economy in East Sussex that ensures people receive proactive, joined up care, supporting them to live as well and as independently as possible. Since we started in August 2014, our ESBT partnership has taken away some of the barriers to our staff working well together. This has enabled us to deliver significant improvements in the accessibility, quality and safety of our services, as well as helping more people to live well in their home setting.

1.2 ESBT is one of four places in our Sussex and East Surrey Sustainability and Transformation Partnership (STP). Local integration of health and social care services will be the fundamental building block for how we manage population health, prevention, integrated care delivery and demand for acute hospital services and long-term care.

1.3 2017/18 has been the first transitional 'test-bed' year of collectively managing and operating an integrated (accountable) care system with our ESBT Alliance partners. This has been underpinned by our ESBT Alliance Agreement that has been signed by Eastbourne Hailsham and Seaford Clinical Commissioning Group (EHS CCG); Hastings and Rother Clinical Commissioning Group (HR CCG); East Sussex County Council (ESCC) and East Sussex Healthcare NHS Trust (ESHT) as full members, with Sussex Partnership NHS Foundation Trust (SPFT) joining as an associate member. The Alliance Agreement has the following overall purpose:

- To enable commissioners and providers to work together as a single integrated system to deliver services under a framework that seeks to align investment decisions with the ESBT programme's aims and objectives.
- To create a collaborative environment of cooperation between Alliance providers and commissioners so we act in a way that is best for the whole system rather than individual organisations, without the need for a new organisational form in the test bed phase, by ensuring all parties are working to the same outcomes and are committed to the same success measures within an agreed governance framework.

1.4 As previously reported in March 2017, the Agreement provides a helpful framework to operate as an ESBT Alliance, in order for us to act as an integrated care system, enabling a positive impact on activity and quality in 2017/18. The learning from this and the scale of our system financial challenge has meant that we have needed to adapt our ESBT Alliance way of operating in 2018/19, in order to provide a clearer focus and grip on delivering in-year financial recovery.

1.5 The initial term of the ESBT Alliance Agreement runs until 31 March 2019 and, at its meeting in November 2017, the ESBT Alliance Governing Board collectively agreed that the Agreement should be extended for a further year until 31 March 2020, in line with the parameters set out in the Agreement. This is with a view to providing stability and consistency of our place based Alliance arrangement in the context of our wider STP footprint. The specific details of the extension period and any amendments we make to the Agreement to support this, will need to be agreed by individual ESBT member organisations through their sovereign governance processes by 31 December 2018.

1.6 This report details some minor updates to the ESBT Alliance Agreement that reflect the strengthening of the ESBT Alliance arrangement in 2018/19 as a result of our initial learning, as well as signalling areas that are subject to ongoing review currently which may impact on the way the Agreement operates in the extension period April 2019 – March 2020.

2. Supporting information

Updates to the ESBT Alliance Agreement in 2018/19

2.1 In order to strengthen our Alliance arrangement in 2018/19 the following minor updates to the Alliance Agreement are needed:

- As a result of the previous agreement to establish an ESBT Integrated Commissioning Fund (ICF) in 2018/19, and the new standalone Financial Framework Agreement (FFA) between the CCGs and East Sussex County Council to support this, there have been some minor updates made to the Aligned Funds section (i.e. the aligned commissioner and provider budgets of full Alliance members) in the Alliance Agreement to reflect these developments and the complementary nature of the FFA and the Alliance Agreement.
- A draft Staff Management Protocol is being finalised to support the ESBT Alliance Integrated Locality Teams to deliver integrated health and social care services. This will be adopted as part of the formal ESBT Alliance Agreement, and the intention is that the ESBT partners will use this as the basis of similar staff management protocols to support integrated commissioning and delivery in the future should the need arise.

Other potential future changes to ESBT Alliance governance arrangements

2.2 The national move away from Primary and Acute Care Systems (PACS) models of integrated accountable care to STPs and Integrated Care Systems has prompted a need to test and reconfirm our long term ESBT Alliance vision of transformation, and the design of our Integrated Care System that can deliver our objectives of fully integrated and sustainable care for future generations. This is being taken forward by the ESBT Alliance Governing Board.

2.3 Looking to the future, there are some possible amendments and updates as a result of reviewing the learning from the first year (2017/18), and the outcomes of other governance reviews and processes which are currently taking place. In summary these cover:

- Any possible changes as a result of the planned work to be undertaken by the ESBT Alliance Governing Board over the summer to test and reconfirm our long term ESBT vision for transformation and the shape of our system over the next three to five years, including partnership, implementation, timelines and delivery.
- Any possible changes to ESBT Alliance governance arrangements in response to the current review of the role of the East Sussex Health and Wellbeing Board in our 'place', as well as the consideration of the wider Sussex and East Surrey STP governance.

2.4 In addition, there are currently a number of Data Sharing Agreements in existence to support ESBT to operate at the service level. As a consequence of the new General Data Protection Regulations (GDPR), and to support appropriate information governance more generally, we are in the process of exploring whether the Alliance Agreement itself needs a dedicated Data Sharing Agreement, to underpin staff management protocols and any other information sharing exercises as a result of implementing our Integrated Care System model.

3. Conclusion and reasons for recommendations

3.1 The ESBT Alliance has collectively agreed to recommend extending the Alliance Agreement for a further year after 31 March 2019 when it is currently due to end. This will help provide the stability and consistency needed for our place based ESBT Alliance arrangement in the context of our wider STP. The extension now needs to be agreed through each individual Alliance partner organisation's governance processes. The specific details of the extension period and any amendments we make to the Agreement to support this will need to be agreed by individual ESBT member organisations through their sovereign governance processes by 31 December 2018, in line with the timescales set out in the Agreement.

3.2 A number of updates to the ESBT Alliance Agreement will be necessary in 2018/19 to ensure the current operating framework is fit for purpose for our ESBT Alliance. A further set of changes may also be necessary as a result of wider system reviews and exploration of possibilities for different approaches to governance of our local place – based on our continued learning and the requirements of our integrated system working, and delivering financial recovery going forward as well as our future plans for transformation. These will also potentially have an impact on the details for the extension of the Alliance Agreement in 2019/20, but will be critical to getting right the future partnership arrangements for our place.

3.3 The Lead Member's agreement is therefore sought to extend the ESBT Alliance Agreement and make the updates for 2018/19 set out above. It is recommended that responsibility is delegated to the Chief Executive to finalise the updates for 2018/19 and the details of the extension arrangements for 2019/20, in keeping with the timeframes set out in the Agreement. Similar reports are being taken through our ESBT Alliance partners' governance processes in the same time frame.

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LOCAL MEMBERS

County Council Members whose electoral divisions are in the EHS CCG and HR CCG areas

BACKGROUND DOCUMENTS

None