

**Report to:** East Sussex Health and Wellbeing Board

**Date of meeting:** 3<sup>rd</sup> March 2020

**By:** Executive Managing Director, East Sussex Clinical Commissioning Groups (CCGs) and Director of Adult Social Care and Health

**Title:** East Sussex Health and Social Care Plan progress update

**Purpose:** To consider progress made with developing a long term health and social care plan for East Sussex, including detailed plans for 2020/21

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## RECOMMENDATIONS

The Health and Wellbeing Board is recommended to:

1. Note the update and the work being undertaken to put in place programme arrangements for 2020/21, including governance, key projects, objectives and Key Performance Indicators;
  2. Endorse the draft proposal for an East Sussex Integrated Care Partnership (ICP), to help support delivery of our plan in 2020/21 and in subsequent years, noting that further work will be taking place in the coming weeks to support the ongoing development of the ICP; and
  3. Endorse the proposed and updated outcomes framework setting out the long term overarching outcomes for the system, and noting that we will work with stakeholders to develop further measures during 2020/21
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### 1. Background

1.1 The draft East Sussex Health and Social Care Plan sets out the long term model and what we will do to drive the required developments to meet the health and care needs of people living in East Sussex, reduce health inequalities and deliver long term sustainability.

1.2 Strongly informed by our most recent engagement with our stakeholders, the plan focusses on the key local priorities where we consider we can have the most impact through working collectively, and the next steps that we anticipate taking in 2020/21. The key areas of work are:

- **Prevention, personalisation and reducing health inequalities** – including coordinated action across services that impact on the wider determinants of health, empowering people to make healthy choices and putting them in more control of their health and social care and support.
- **Children and young people** – including improving mental health and emotional wellbeing and healthy choices, support for vulnerable young people and those with disabilities.
- **Community** – continuing to integrate community health and social care services and working with primary care teams to further support people with long term conditions, those in care homes and at the end of their lives.
- **Urgent care** – completing the introduction of our integrated urgent care model and delivering more streamlined care for those with urgent care needs.
- **Planned care** – ensuring good use of planned care including better outpatient care using new technology and one-stop clinics, focussed action to support people with musculoskeletal, cardiac, diabetic, ophthalmic and cancer needs, and ensuring evidenced based interventions are in place.

- **Mental health** – alongside work to implement Sussex-wide plans for mental health, local work to establish a single point of access, enhanced support in the community and working with the housing and voluntary sectors on housing related needs.

1.3 This local draft plan will support the Sussex-wide implementation of the NHS Long Term Plan. The plan will support the continuation of our financial and operational planning, with the next phase setting objectives and KPIs for programmes of work in 2020/21.

1.4 This report provides a summary of progress made since the last Health and Wellbeing Board meeting with:

- Our plans for further stakeholder engagement
- Detailed planning for the next phase of work in 2020/21
- Development of our proposals for an East Sussex Integrated Care Partnership (ICP)
- Refreshing the long term overarching outcomes we share as a health and social care system

## 2. Supporting information

2.1 Our draft East Sussex Health and Social Care Plan was submitted to NHS England on 15<sup>th</sup> November as part of the Sussex Health and Care Partnership's response to the NHS Long Term Plan (LTP), alongside place plans for Brighton and Hove and West Sussex and plans for Sussex-wide clinical priorities and finance, workforce, estates and digital. Our East Sussex place plan was also endorsed by members of the Health and Wellbeing Board on 10<sup>th</sup> December 2019. It is now being taken through our individual organisations' governance processes for agreement.

### ***Stakeholder engagement***

2.2 Our East Sussex plan was informed by the themes from an audit of recent engagement across the county, to refresh our understanding of the feedback from our local stakeholders about their health and social care services, and where our integrated system working could add the most value. An early draft of our East Sussex Plan was previously published for comment in Autumn 2019 and, as indicated at the last meeting of the Health and Wellbeing Board, a short period of further engagement has been organised for further feedback from stakeholders. Closing on 1<sup>st</sup> March, comments and ideas from this feedback will also help inform how we take our plans forward in 2020/21.

2.3 A high level joint Equalities and Health Inequalities Impact Assessment (EHIA) review of the Plan has also been undertaken. Although not a replacement for any formal impact assessments on specific projects and initiatives within the plan where this might be required, the high level review highlighted the following opportunities:

- To get the most benefit from implementing the comprehensive model of personal care there should be engagement and co-design opportunities focussed on the characteristics protected under the Equalities Act, and vulnerable groups across all ages.
- To improve outcomes and reduce health inequalities there is a need to focus our engagement on reaching people who are traditionally less likely to get involved, for example younger and working age adults and with vulnerable population groups and disadvantaged / socially isolated communities.

2.4 Further work is being undertaken to develop a broader communications and engagement framework to support the ongoing delivery of our plan. This builds on the comprehensive approaches to engagement undertaken to date through our integration programmes and create a framework of continuous engagement with our stakeholders that underpins and informs our plans. The high level EHIA review will also inform this.

### ***Progress with 2020/21 programme objective setting***

2.5 The next phase of work is to agree key priorities for each area outlined in the draft plan. This work involves operational and programme leads across public health and prevention, community, urgent care, planned care, mental health, children's social care, finance, workforce and communications and engagement.

2.6 Acknowledging the widened scope of the plan and that programmes are at different stages of development, to enable detailed plans to be produced for 2020/21 in practice has meant:

- building on the programmes for urgent care, planned care and community already established in 2018/19, and;
- reconfirming programmes to maximise our shared opportunities in the areas of prevention, personalisation and reducing health inequalities; children and young people, and; mental health where these are at an earlier stage of development

### ***Urgent care, planned care and community***

2.7 The programme planning consists of reviewing existing projects, and working up new schemes and KPIs for 2020/21. Work has also included reviewing governance arrangements and ensuring the whole population is covered.

2.8 As part of this system partners have participated in discussions to design and develop the next phase of the common Target Operating Model (TOM) for community health and social care services across the whole county. This describes an overarching set of arrangements for community health and social care services.

2.9 The proposed TOM that has been agreed by all partners and is included in Appendix 1, and a list of the linked projects that will support delivery in 2020/21 is included in Appendix 2. Further engagement is now planned with wider system stakeholders, including Primary Care Network leads in East Sussex.

2.10 The respective partner organisations East Sussex Clinical Commissioning Groups (CCGs), East Sussex Healthcare NHS Trust, Sussex Community NHS Foundation Trust and the County Council have agreed to continue to promote and support the proposed integration initiatives and work together to ensure that there is alignment across East Sussex and in the context of Sussex wide delivery of community services.

### ***Prevention, personalisation and reducing health inequalities***

2.11 There are some longstanding programmes of work on prevention, personalisation and reducing health inequalities. This work is being reviewed against the priorities set out in the East Sussex Health and Social Care Plan to ensure that the focus is on the priorities and next steps that are required in 2020/21.

2.12 Consideration is also being given to how we address the wider determinants of health, and support and deliver the system priorities in this area collaboratively. In line with this the following is being considered:

- Broader engagement with the wider system, including District and Borough Councils and the voluntary and community sector. There will also be a need to ensure alignment with the developing NHS Sussex-wide plans for prevention, personalisation and reducing health inequalities.
- Action on prevention, personalisation and reducing health inequalities cuts across all areas of our plan and programmes and we will review how these priorities are best delivered moving forward.

## ***Children and Young People***

2.13 The programme of work that will take forward the shared system priorities outlined in the draft East Sussex plan next year are in the process of being developed, including the setting of objectives and KPIs for 2020/21.

2.14 Governance and oversight arrangements are also being reviewed to build on the existing joint strategic planning arrangements for children and families in East Sussex and widen the membership, to enable a more collaborative approach between commissioners and providers of services.

## ***Mental health***

2.15 Our local system mental health priorities are being taken forward in the context of the current review of Sussex Integrated Care System governance for mental health, NHS LTP mental health commitments, and the work we already have in train in East Sussex, aimed at improving services.

2.16 In light of this work consideration will also be given to how best to lead and govern the development of mental health services in East Sussex, to reflect national, ICS and local priorities.

## ***Updating our system partnership governance***

2.17 The East Sussex system partnership governance arrangements will be reviewed given the significant programme developments, to ensure appropriate oversight of local implementation plans. A further report will then be made to the Health and Wellbeing Board.

## ***Initial draft Integrated Care Partnership proposal***

2.18 Our shared aim as a system is to improve the health and wellbeing of local people and address health inequalities by delivering more integrated care and an enhanced focus on prevention and re-ablement. To support this work the East Sussex Health and Social Care Plan set out the intention to develop an East Sussex Integrated Care Partnership (ICP) in 2020/21 to strengthen how we plan, organise, commission and deliver services.

2.19 The East Sussex CCGs, County Council, East Sussex Healthcare NHS Trust, Sussex Community NHS Foundation Trust and Sussex Partnership NHS Foundation Trust have begun to develop initial proposals for an ICP, for wider discussion across the system. The initial ICP proposal is attached at Appendix 3.

2.20 Our ICP development will help to give an increased impetus to:

- the collaboration to help manage our shared priorities and risks
- how we work together to deliver shared outcomes that are important to local people
- delivering population health and social care commissioning in East Sussex.

2.21 The draft ICP proposal was discussed with wider system partners at the East Sussex Health and Social Care System Partnership Board meeting on 7<sup>th</sup> February, whose membership includes local NHS providers, East Sussex CCGs, County Council, District and Borough Councils, Healthwatch and the voluntary sector.

2.22 The East Sussex ICP model will be developed in a phased way, starting from April 2020, informed by the priorities in our Plan and the arrangements that will need to be in place to best deliver our objectives.

2.23 Section 4 of the proposal describes the long term model we are working towards, and Section 6 actions for 2020/21. This builds on work already in train and links this with seven key areas of work to enable us to progress the ICP from April 2020. In summary, these are:

- The East Sussex Health and Social Care Plan and programme setting for 2020/21
- Refreshing the East Sussex integrated Outcomes Framework

- Phased implementation of an overarching operating model for community health and social care services in the county
- An underpinning financial framework to support managing our resources collectively across our East Sussex health and social care economy
- Early implementation and adoption in East Sussex of the Sussex Integrated Dataset
- Reviewing and further refinement of our system partnership governance
- Developing population health and social care commissioning arrangements.

2.24 The ICP proposal is also a part of the development of the Sussex-wide ICS being progressed by the Sussex Health and Care Partnership. West Sussex and Brighton and Hove are each expected to take forward similar ICP arrangements for their places.

### ***Critical system priorities and risks***

2.25 There is a consensus across all partners and stakeholders of the need to maintain a strong focus on a key number of critical priorities, over and above the broad-ranging improvement requirements in our East Sussex Health and Social Care Plan.

2.26 Therefore Section 3 of the ICP proposal captures five areas that collaborative working will initially focus on in 2020/21:

- Shared workforce planning across primary, community and hospital care, collaborating over emerging new roles and recruitment and retention
- Delivering the target operating model for community health and social care services, to increase efficiency and capacity
- Addressing higher than expected demand for urgent and emergency care, including mental health and children and young people
- Independent sector bedded care capacity
- Managing the dependencies that underpin our system plans, particularly in relation to primary care and mental health.

### ***Draft refreshed integrated outcomes framework***

2.27 Agreeing the shared long term outcomes we are working towards will ensure we can monitor the impact of our joint programmes. This will also support the Health and Wellbeing Board to oversee joint system working.

2.28 An integrated outcomes framework was initially developed in 2017/18. At that time covering the Eastbourne Hailsham Seaford and Hastings and Rother, the outcomes framework had two key aims:

- to help us understand the overall impact of our collaboration - how well we were working as a system to drive improvements in the commissioning and delivery of health and social care, and;
- to provide accessible feedback to the public about our performance collectively as a health and social care system against the outcomes that are important to local people.

2.29 The current outcomes framework has been reviewed and feedback from across East Sussex has been used to identify common themes for the whole the population. These themes were then used to test the framework to ensure that it continues to be relevant and based on what matters to local people.

2.30 The refreshed outcomes framework attached at Appendix 4 sets out the long term overarching outcomes that we want to deliver as a system across population health and wellbeing; the experience of care, and; quality care and support. The fourth domain transforming services for sustainability is being aligned with the East Sussex Health and Social Care Plan, and the programmes of work in 2020/21, and the changes we need to drive as a system in order to see improvements in the other domains over the long term.

2.31 The initial work included representatives from General Practice Patient Participation Groups and the Adult Social Care People Bank, and there was agreement that the refreshed outcomes framework should be seen as a live and working document during 2020/21. The next phase of work will consist of co-designing ways to use and measure the outcomes framework in a practical and meaningful way with our stakeholder groups, and linking this to the broader framework of engagement to support our ICP development in 2020/21.

### ***Integrated population health and social care commissioning in East Sussex***

2.32 There is a requirement to develop integrated population health and social care commissioning in East Sussex to ensure we achieve the best possible outcomes for local people. Initially this work will build on what we already have in place with our joint commissioning arrangements, and link with our East Sussex Health and Social Care Plan priorities. The aim will be to deliver closer integration of commissioning as we move forward with the development of the ICP.

## **3. Conclusion and reasons for recommendations**

3.1 Work is in train to deliver agreed programmes for planned care, urgent care and community care for April 2020/21, and programmes focussing on system priorities for prevention, children and young people and mental health are in the process of being defined. This will enable detailed programme planning to take place in these areas, including time for engagement so that priorities and objectives can be worked up collaboratively.

3.2 This includes taking forward a proposal for our East Sussex ICP model and refreshing our integrated framework for long term outcomes, both of which are designed to support our health and social care system to collaborate effectively across the planning, commissioning and delivery of services and improve outcomes for our population.

3.3 We will ensure there is appropriate governance and capacity in place to continue to take forward work that adds value at a system level, across the widened scope of our programme. This will enable the links and dependencies across the different elements of the East Sussex plan to be managed.

3.4 A further progress report and a finalised set of programme and system partnership arrangements for 2020/21, including proposals for monitoring, will be brought to the next meeting of the East Sussex Health and Wellbeing Board.

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[Background documents](#)

## **Appendices**

Appendix 1 Draft integrated target operating model (TOM)

Appendix 2 Proposed community health and social care TOM projects

Appendix 3 Draft East Sussex Integrated Care Partnership Proposal

Appendix 4 Draft refreshed East Sussex Health and Social Care Outcomes Framework