



Sussex
Health&Care

Improving Lives Together

Developing our ambition for a
healthier future in Sussex

Summary

Better health and care for all

What we are trying to do

We are developing an ambition for health and care that aims to improve the lives of people living across Sussex now and in the future.

It will be agreed across health and care organisations in December and set out what we want to achieve over the next five years.

Its purpose is to set out the areas of work that we want to achieve across the health and care system that will make the biggest difference to local people.

By working together across all partners, and with local people and communities, we will be able to combine our collective energy, resource and expertise to bring bigger benefits for our population.

It will be built on the Health and Wellbeing Strategies that are already in place across Brighton and Hove, East Sussex and West Sussex, is influenced by supporting information and evidence, has been shaped by feedback and insight from partners and the public engagement, and responds to a number of national strategies, plans and guidelines that need to be met.



The Sussex Health and Care Assembly has been established to oversee its development and its impact. The Assembly is a new statutory joint committee between the NHS Sussex, Brighton & Hove City Council, East Sussex County Council and West Sussex County Council, and includes membership from a wide range of leaders from the NHS, local authorities, universities, voluntary and community organisations, Healthwatch and other specialist members with expertise in further education, housing and local enterprise.

We will be discussing across organisations, staff, and our communities over the coming months what we need to do to make our ambition a reality.

Why we need to change

A lot of work has already taken place across health and care over recent years to improve the support, care and treatment available, and the timeliness of how people access services, and progress has been made that has brought real benefits to local people.

However, we recognise this has still not gone far or fast enough in many areas and a lot of the issues we face can only be resolved with bigger, longer-term and more ambitious change.

There are many issues and challenges that are currently impacting on the health and care of our population, and the services that are available to support them, that means some people are not always getting the experience we all want.

These include:



Greater need for services

We are seeing an increasing need for care and support, which is putting pressure on services and staff, meaning some people are waiting longer than they should for the care, support and treatment. This is due to a number of factors:

- Someone's life circumstances that are leading to poor health;
- Society and economic environment and conditions our local communities are living within;
- Our growing and ageing population that means more people need more care more often;
- Impact of the pandemic and the current cost of living on people's health and wellbeing.



Health inequalities

We currently have communities and groups of people who have worse health, outcomes and access to services than other people because of who they are or where they live, particularly for those living in our most deprived areas.



Disjointed care

Local people have told us that services and organisations do not always work in a joined-up way which can cause delays in care and treatment, resulting in poor experiences and outcomes. They have also said that the large number of health and care organisations providing care are variable in quality and can be confusing, making it difficult to know where to go for help when they need it.



Use of digital technology and resources

We need to do more to harness the potential of digital technology to improve access and join-up of services. We also need to get more out of the resources we have available in terms of the buildings we use and the public funding we have to spend.



Development and support for our workforce

There are three key issues that we need to address to better develop and support our workforce:



- The increasing pressure on staff is resulting in more people going off sick and more people leaving health and care professions.
- We are currently unable to recruit enough care professionals to cover vacancies in our services and it takes time to train and develop future staff.
- We are not doing enough to support staff to develop new skills which can be used in the best possible way across different teams and services.

We now have an opportunity to respond and tackle to the issues we face across the Sussex health and care system.

Our ambition for the future

Our ambition is improve the lives of people living across Sussex by supporting them to live healthier for longer and making sure they have access to the best possible services when they need them. We want to:



Help local people start their lives well by:

- Improving mother and baby health and wellbeing and supporting parents and carers.
- Creating healthy environments for children to grow up in.
- Supporting good mental health for all children.
- Better supporting the most vulnerable children and young people.



Help local people to live their lives well by:

- Supporting people to look after their own health and wellbeing.
- Supporting people to live, work and play in places that promote health and wellbeing.
- Supporting people who have physical disabilities, learning disabilities and mental health conditions, to have good health and joined up care.
- Ensuring more access to services for people who have traditionally been under-served, for example homeless people and other groups.



Help local people to age well by:

- Ensuring fewer older people feel lonely or isolated.
- Helping older people to stay healthy and live independently for longer.
- Reducing the number of older people who suffer falls.
- Helping older people receive good quality care at the end of their lives and to die at a place of their choosing.



Help local people get the treatment, care and support they need when they do become ill by:

- Tailoring care to support people in their own home, or as close to home as possible.
- Supporting the health and wellbeing of informal carers.
- Giving them access to the most appropriate and best experts and professionals as early as possible that best suits their needs.
- Giving greater joined-up care and support for people with long-term conditions and a number of health issues.



Help our staff get more support, development and work in an by:

- Growing our workforce by making it easier for people to go into care professions.
- Providing more and varied training opportunities.
- Creating a more inclusive and diverse working environment.

Achieving our ambition

We need to respond to the issues we face, and what local people and staff have said, and make the biggest difference to improve the lives of people living across Sussex.

We will do this with a **new Joined-Up Community approach**.

This will involve a different way of working to how services are working today. There will be three big differences:

- **Involvement of local people:** Local people, and carers, will be supported to have greater involvement and say in how health and care services work for them.
- **Joined-up working:** Teams of professionals and experts will work closer together across different organisations within local communities to tailor support, care and treatment to what local people need.



- **Partnership with communities:** Health and care will work with communities to shape support and care around what works best for them, building on what already works well and creating new solutions where needed.

We know that every community is different, and local people will have different needs, so there will not be a one-size fits all approach.

As well as changes to how services work, this new way of working will also have three big differences in how we approach health and care for local people:

- **Bigger focus on all aspects of your life:** We will be focusing on all areas of people's lives that influence their health and wellbeing.
- **Bigger focus on supporting you to stay healthy:** We will focus more of our effort, resource and expertise into helping people you healthy and supporting you to continue to live a fulfilled life if you do become ill or have a health issue.
- **Bigger focus on our children and young people:** We will be focusing on children and young people as we know giving them greater support will help them for the rest of their lives.



Our success factors

For the new way of working to be successful, there are three critical success factors that we need to develop and improve:

- **Growing and supporting our workforce**
- **Improving the use of digital technology and information**
- **Maximising the benefit of partnership working**

Success factor: Growing and supporting our workforce

To achieve our ambition, we need to grow and develop our workforce and make sure they are more supported to do the best job they can for local people.

There are five key areas we want to achieve:

- **Joined-up working** across the workforce.
- We want staff to be able to work more flexibly, to **develop more general skills** and expand the skills they have.
- We want to **develop more roles** that cover a number of different disciplines and bring greater expertise.
- We want to encourage and make it **easier for more young people to want and have a career in health and care**.
- We want to create a **culture where people feel valued and supported** to develop their skills and expertise at work.



Success factor: Improving the use of digital technology and information

A lot of work has taken place to improve our use of digital technology and information to improve services and help people can access support, care and treatment more easily. However, we are not maximising the potential that it can bring and we need to now focus on how we can better do this to make our ambition a success. There are five key areas we want to achieve:

- We want to **connect information** across our health and care services, so the service and support you receive is as properly joined-up.
- We want to **improve the way services use technology** and how they share data to improve the support, care and treatment they provide.
- We want **staff to have access to the information they need**, wherever they are and whenever they need it, to better support the health and care needs of local people.
- We want to **support local people** to access and manage their own health and care information, care preferences and the way in which they wish to interact with services.
- We want to do more to **help people use and know how to use digital technology** in the way that will best suit them and their needs.

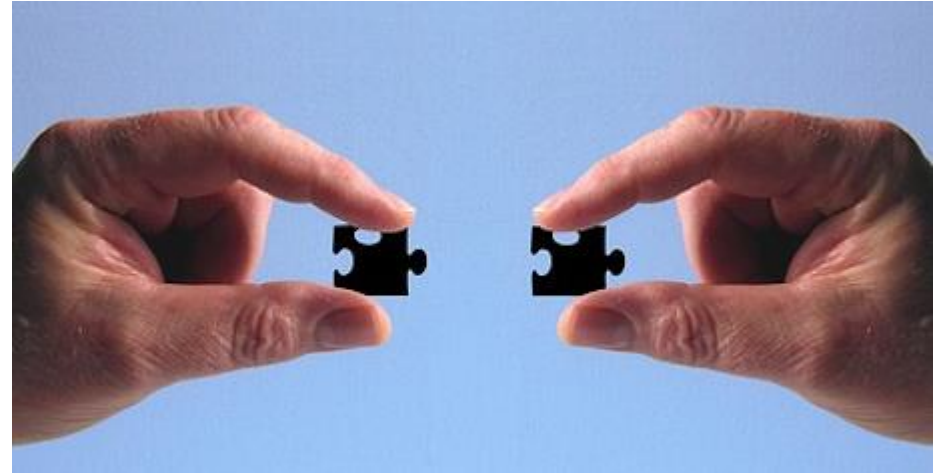


Success factor: Maximising the benefit of partnership working

To achieve our ambition, organisations responsible for the planning, co-ordination, and delivery of health and care need to work closer together and with other organisations that play a part in influencing a person's health and care.

In addition to working at a local level with communities, we will do this in three ways:

- **More leadership at “place”:** We aim to strengthen how our organisations can work together formally across our populations in Brighton and Hove, East Sussex and West Sussex, focussing on distinct needs and challenges in our local areas. We call this working at “place” and it is where the local NHS, local government and a wide range of local partners come together to shape and transform health and care and the make the most of the collective resources we have available. Our three Health and Care Partnerships will increase ways to offer joined-up care and action to improve health and reduce health inequalities in our local communities.
- **Working across Sussex:** Our new “Health and Care Assembly” will strengthen how key organisations can work together formally on the complex and challenging issues that are shared across Sussex.



This is a new way of working and will mean more organisations will be able to contribute to improving health and care, through creating innovative solutions to help make sure our ambition becomes a reality.

- **Greater joined-up of the local NHS:** The local NHS will be doing more to join-up services across the 1,100 different NHS organisations across Sussex, to improve the experience and outcomes of local people and staff.

Next steps

We are engaging with local people, communities, stakeholders and partners to make sure our ambition and what we want to achieve will make the biggest difference to improve health and care in the future.

We want to hear from as many people as possible to answer the following questions:

- ❓ Does our ambition resonate with what you believe will make the biggest difference to improve the health and care needs of local people and staff?
- ❓ Is there anything missing that needs to be considered?
- ❓ What are the opportunities and how we can best harness and develop them?
- ❓ What are the challenges and barriers we need to consider and what can be done to overcome them?
- ❓ What changes do you think need to take place across our health and care system and communities to make the ambition a reality?



Achieving our ambition will need change, with how health and care organisations, services and teams work, and how communities interact and are involved in their own health, care and wellbeing.

Once agreed, we will be discussing across organisations, staff, and our communities over the next six months what this will actually look like and involve, and a plan for how we will achieve our ambition will be agreed early next year.



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