

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

**Date of meeting:** 16 July 2019

**By:** Director of Adult Social Care and Health (on behalf of the East Sussex Health and Social Care System Senior Responsible Officers)

**Title:** East Sussex Health and Social Care Transformation Programme

**Purpose:** To consider the initial priorities and programme for health and social care transformation in East Sussex, and next steps

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## **RECOMMENDATIONS**

The Health and Wellbeing Board is recommended to:

- 1. Note the priority objectives and lead Key Performance Indicators (KPIs) for transformation in 2019/20, and the proposed arrangements for the HWB to monitor progress; and**
  - 2. Endorse the proposed arrangements for taking forward the development of a wider East Sussex County Council and NHS plan for East Sussex covering the next five years, in line with NHS Long Term Plan requirements**
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### **1. Background**

1.1 As part of the East Sussex Local System Review, the Care Quality Commission (CQC) recommended that the Health and Wellbeing Board (HWB) should have a strengthened role in providing a robust whole system approach to transformation and improved health and wellbeing outcomes for local people. The HWB role and membership were subsequently reviewed during 2018/19 and a first meeting of the Board in its new broadened role was held on 23<sup>rd</sup> April.

1.2 A new framework for health and social care partnership governance in East Sussex was presented and endorsed at the HWB meeting on the 23<sup>rd</sup> April. This has been streamlined to ensure sufficient management capacity and focus to deliver operational requirements and significantly progress our integration priorities. The meeting also noted that it has been agreed to bring together the two existing programmes, East Sussex Better Together (ESBT) and Connecting 4 You (C4Y), into a single programme to transform and integrate services to meet the health and social care needs of the population of East Sussex, and put services on a more sustainable footing for the future.

1.3 The single transformation programme will cover urgent care, planned care and community. Further detail was also provided at the HWB meeting about the initial priorities and plans to take forward integrated community health and social care. These have been informed by the outcomes of the work on financial recovery with NHS England (NHSE) and NHS Improvement (NHSI), and the other independent consultant reviews that they instigated in 2018/19. Robust programme arrangements have also been established as part of the new governance framework, including a system Portfolio Management Office (PMO) to help monitor progress, benefits and finances across the partnership programme.

1.4 The intention is that the HWB will have a stronger strategic oversight of the single East Sussex programme, including oversight of the East Sussex Health and Social Care Executive Group to account for the delivery of the agreed system-wide priority objectives for 2019/20. To take this forward it was agreed at the meeting on the 23<sup>rd</sup> April to bring more detail about the broader programme across urgent care, planned care and community to the July HWB meeting.

## **2. Supporting information**

2.1 The longer term outcomes and objectives we are working towards in East Sussex are improving population health, improving the quality and experience of care, and improving the financial sustainability of services. The immediate programme and organisational priorities, however, reflect the continued need for grip on delivering financial recovery during 2019/20. This is based on the evidence base; reviews and recommendations for what will work in East Sussex; and is informed by benchmarking tools such as Model Hospital, Get it Right First Time (GIRFT) and RightCare, as well as consideration of best practice and new models of care.

2.2 The focus of the financial recovery work in 2018/19 was on the NHS partners in the ESBT part of the East Sussex system. To date significant progress has been made with consolidating the short-term priorities that came out of the financial recovery process with NHSE and NHSI and the other consultant reviews that took place in 2018/19, with the original objectives from ESBT, into a programme of transformation priorities for the next 6 – 12 months across urgent care, planned care and community that aligns across the total population of East Sussex.

2.3 The Plan on a Page in Appendix 1 sets out the high level projects in this first phase of the transformation programme, together with the strategic drivers and evidence that have informed priority setting for 2019/20. Appendix 2 provides a summary of the programmes and priority projects for 2019/20 across urgent care, planned care and community, respectively.

### ***Monitoring performance***

2.4 The three Oversight Boards for Urgent Care, Planned Care and Community are responsible for a portfolio of programmes and projects to deliver the service redesign and efficiencies for our system, and the overall benefits of transformation. For 2019/20, the East Sussex Health and Social Care Executive Group has agreed nine priority objectives based on what we want to achieve this year to move towards a model that can deliver at the lowest level of effective care and create a more sustainable model for the future. Appendix 3 sets out the nine overarching priority objectives for the transformation programme in 2019/20.

2.5 The Executive Group has also agreed a set of lead Key Performance Indicators (KPIs) that indicate whether we are impacting on the system as expected in order to achieve the priority objectives in 2019/20. Appendix 4 contains the draft lead KPIs for urgent care, planned care and community for 2019/20. Alongside this to inform us of how well we are managing the changes, we will also monitor:

- critical programme milestones to show us whether we are delivering to plan;
- whether the benefits that we hope to achieve for our system and for the East Sussex population through the programme are being realised, and;
- the financial picture and how the investment profile across our system is changing.

2.6 Our organisations are also required to monitor the performance and standards of core business delivery across a range of outcome measures, including the NHS Constitutional Standards and the Adult Social Care Outcomes Framework. This is ongoing and will be managed through the usual reporting processes of each organisation. A small subset of measures has been drawn from these where it is felt that performance in these areas will be a good indication of whether our system is working well overall. Monitoring these closely will help us to ensure that there are no adverse consequences for core business and quality as a result of our transformation and integration work. The chosen measures are:

- A&E 4 hour target
- Non Elective (NEL) Re-admissions Within 30 Days
- Referral to Treatment (RTT) Incomplete Standard
- Cancer 62 Day Standard

2.7 A Quality Impact Assessment (QIA) framework has been developed to facilitate a consistent approach to be applied across all system transformation plans within East Sussex. This outlines the process, together with supporting responsibilities and accountabilities to comply and embed quality within all transformational projects, and the development of a tracker of all transformational schemes to enable ongoing monitoring of the QIA process.

2.8 There are a number of links and dependencies across the transformation programme, and it is also the case that it is not always possible to directly attribute a change in activity to a specific individual project where there are multiple change programmes happening at once across a health and care system. In order to manage this complexity an overarching financial and activity delivery framework has been developed to link the changes in activity resulting from transformation through to the financial position. This will report and track finance and shifts, reductions or increases in activity as a result of delivering changes to our health and social care services. Ultimately this will inform us about the impact of transformation on core business delivery and the overall system financial position.

2.9 Targets and measures are being finalised so that progress can be monitored against these priority objectives in full from June 2019, to assure delivery of the benefits of our transformation work for the East Sussex population. A monthly progress report on the measures and system risks and issues impacting benefits realisation across the transformation programme is produced by the system PMO for the Executive Group. In order for the HWB to fulfil its role, it is suggested that a report tracking progress on the nine priority objectives and lead KPIs for the previous quarter is brought to future meetings of the HWB starting in September.

### ***Primary care***

2.10 Primary care is the bedrock of our health and care services, and in recent years through ESBT and C4Y we have worked to support local groups of GPs and health and care services to come together in Localities or Communities of Practice, respectively.

2.11 As set out in the NHS Long Term Plan Primary Care Networks (PCNs) are designed to enable greater provision of proactive, personalised, coordinated and more integrated health and social care. PCNs will be based on GP registered lists, typically serving natural communities of around 30,000 to 50,000. For PCNs to be successful, they will need strong local partnerships with community, acute, mental health, local authority and voluntary sector services to deliver care to local populations. The new PCN contracts are scheduled to go live on 1<sup>st</sup> July and PCNs will be

key partners in the development of future arrangements to ensure our shared objectives can be delivered.

2.12 In line with the direction set out in the NHS Long Term Plan, we will build on the infrastructure already developed for community health and social care services, and align our future plans for integrated urgent care, planned care and community services, to support the development of PCNs across the whole of East Sussex. This will further strengthen the operational interface with General Practice to proactively care for people and communities in East Sussex.

### ***Sussex and East Surrey Sustainable Transformation Partnership (STP) and the NHS Long Term Plan (LTP)***

2.11 The governance, programme and monitoring arrangements provide the platform for transformation and integration of services in East Sussex, with accountability to the HWB. East Sussex is one of three population health and social care commissioners within our STP, alongside Brighton and Hove and West Sussex. Work is taking place to agree the priority objectives that need to be taken forward on an STP-wide basis, and it will be necessary to ensure this is aligned with the local work being progressed for our East Sussex population.

2.12 As stated previously, the initial focus of our transformation programme is on the critical priorities that our system is required to deliver as part of continued financial recovery in 2019/20. Alongside delivery of 2019/20 plans, a key task in coming months will be the development of a broader East Sussex plan for the next five years. This will be designed to address the health, social care and wellbeing needs of the whole East Sussex population, and for the NHS to identify what services will best be delivered by a standardised approach across the STP. This long-term strategic plan will support the delivery of sustainable health and social care services, improve health outcomes and help deliver the NHS Long Term Plan and East Sussex County Council priorities, based on a comprehensive assessment of the needs of our local population and system financial and activity modelling.

2.13 The East Sussex plan will be integrated into an STP-wide plan, alongside the two other place-based plans for Brighton and Hove and West Sussex. The development of the East Sussex plan will enable the consolidation of the progress made to date with integration, including initiatives such as Health and Social Care Connect, Joint Community Rehabilitation, Integrated Community Equipment Service and integrated health and social care locality teams.

2.14 On a practical level the development of the East Sussex plan will also take in:

- the requirement to determine the further integration of services in the west of the county including primary care and Sussex Community Foundation NHS Trust, which reflect acute care patient flows in and out of county, and;
- the evolving work to progress PCNs and Integrated Care Partnerships, and the evolution of our STP into Integrated Care System by April 2021, and within this integrated health and social care commissioning for the population of East Sussex.

### ***Next steps***

2.15 The suggested process, timetable and milestones for developing the East Sussex plan is as follows:

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|----------------------|---|
| <b>July 2019</b>     | <ul style="list-style-type: none"> <li>• New PCNs in place</li> </ul>   |
| <b>Autumn 2019</b>   | <ul style="list-style-type: none"> <li>• Integrated East Sussex place based plan (part of the STP NHS Long Term Plan response)</li> <li>• STP Long Term Plan submission to NHS England (subject to NHS planning guidance requirements)</li> </ul>                             |
| <b>December 2019</b> | <ul style="list-style-type: none"> <li>• Develop local East Sussex approach to integrated population health and care commissioning</li> <li>• Develop local approach to our Integrated Care Partnership for the delivery of health and social care for East Sussex</li> </ul> |
| <b>April 2020</b>    | <ul style="list-style-type: none"> <li>• CCGs proposed merger complete, subject to agreement by CCG Governing Bodies, membership and the required NHSE authorisation</li> </ul>   |
| <b>April 2021</b>    | <ul style="list-style-type: none"> <li>• Integrated Care Partnership in place</li> <li>• East Sussex Population Health and Care Commissioning in place</li> <li>• Sussex and East Surrey Integrated Care System in place</li> </ul>   |

2.16 As these developments evolve, we will continue to seek the involvement of local people and our stakeholders, to ensure care is built around our residents and their experiences. This will build on the strengths of our approach across ESBT and C4Y to date.

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

3.1 The health and social care transformation programme, projects and KPIs represent pragmatic and realistic steps to be taken over the next 6 – 12 months to progress fuller integration of health and social care services, in order to secure ongoing grip on financial recovery for our system. Phase 1 of the work will be delivered in the short term and resources have been redeployed from within our system to support robust programme and project management arrangements. The system PMO resource will assist with the development and regular reporting of integrated KPIs and financial information.

3.2 In line with the HWB forward work programme progress, reports will be brought to the HWB from September onwards. Partners across our system will also need to work together to develop an integrated longer-term East Sussex County Council and NHS plan for East Sussex beyond 2019/20, and this will form part of our broader local STP response to the NHS Long Term Plan.

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Background documents

None

### **Appendices**

Appendix 1 – East Sussex Transformation 2019/20 Plan on a Page

Appendix 2 – Summary of programme and projects for urgent care, planned care and community

Appendix 3 – Priority objectives for 2019/20

Appendix 4 – Draft lead Key Performance Indicators (KPIs) for urgent care, planned care and community 2019/20