

Report to: East Sussex Health and Wellbeing Board

Date of meeting: 17 September 2019

By: Managing Director, Eastbourne Hailsham Seaford Clinical Commissioning Group (CCG) and Hastings and Rother CCG (on behalf of East Sussex CCGs) and Director of Adult Social Care and Health

Title: Developing the East Sussex Health and Social Care Plan

Purpose: To consider the approach and arrangements for developing a longer term health and social care plan for East Sussex, covering East Sussex County Council (ESCC) priorities and NHS Long Term Plan commitments

RECOMMENDATIONS

The Health and Wellbeing Board is recommended to:

- 1. Note the proposed approach to developing a longer-term East Sussex County Council and NHS Plan for East Sussex and East Sussex place based contribution to the Sussex Health and Care Partnership response to the NHS Long Term Plan;**
 - 2. Endorse the draft principles and priorities underpinning the development of the East Sussex Plan as set out in Appendix 1, and plans to test these with local stakeholders; and**
 - 3. Note that further work will be taking place in the coming weeks to support the high level planning for the next phase of the East Sussex Health and Social Care Programme and priority-setting for 2020/21.**
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1. Background

1.1 The Sussex Health and Care Partnership (SHACP) is required to submit medium term plans covering the expectations set out in the NHS Long Term Plan (LTP) to NHS England (NHSE). The initial submission date is 27th September, with a final submission by 15th November. The overarching Sussex-wide submission will consist of a health and care strategy covering:

- Sussex-wide clinical priorities focussing on reducing unwarranted clinical variation across specific clinical areas, including; learning disabilities and autism; mental health; cancer; cardiovascular disease, stroke, diabetes, respiratory, maternity, children and young people and musculoskeletal conditions;
- Three place plans covering East Sussex, West Sussex and Brighton and Hove, outlining local action to deliver NHS LTP commitments;
- Relevant Sussex-wide plans for workforce, estates and digital that will enable delivery of the above, and;
- The finance and activity modelling that will underpin these plans.

1.2 We have agreed locally that for East Sussex the place based plan will be a joint health and social care plan, which reflects the integrated working in East Sussex and builds on the progress we have made locally and priorities that we have been working on in 2019/20. Our objective is to undertake a single exercise to address the NHS LTP and ESCC priorities by ensuring there is a

clear East Sussex health and social care plan to align with, and be part of, the SHACP submissions due by 27th September and 15th November.

1.3 This report sets out the principles and priorities underpinning the development of a longer term health and social care plan for East Sussex with stakeholders, and how this will contribute the East Sussex element of the SHACP health and care strategy.

2. Supporting information

2.1 The longer term outcomes we have been working towards in East Sussex are improving population health, improving the quality and experience of care, and improving the financial sustainability of services. In recent years we have progressed our integrated working in East Sussex through two programmes; East Sussex Better Together (ESBT) and Connecting 4 You (C4Y). Moving forward in 2019/20 it has been agreed to bring these two programmes together to provide the foundation for a single East Sussex Health and Social Care Programme.

2.2 In summary during the latter part of 2018/19 and early 2019/20 we have taken steps as a system to secure agreement to the following:

- Bringing together our two East Sussex programmes (C4Y and ESBT) into a single programme for health and social care integration covering our whole population;
- Developing a joint East Sussex longer term plan for integration to take us beyond our immediate programme priorities in 2019/20, to address both local East Sussex health and social care priorities and delivering the NHS LTP;
- Putting in place partnership governance arrangements for our system to support this work, including reinforcing the system oversight role of our Health and Wellbeing Board (HWB). It is expected that this governance will evolve further as we move into the next phase of our plan and programme;
- Taking forward a proposal for our three East Sussex Clinical Commissioning Groups (CCGs) to merge into a single CCG for East Sussex (subject to application and approval by NHS England), and;
- In the context of the SHACP and the ambition to become a Sussex Integrated Care System (ICS):
 - Developing integrated population health and care commissioning within East Sussex, as part of the wider strategic commissioning function of the SHACP, and;
 - Developing an Integrated Care Partnership (ICP) in East Sussex to support integrated delivery of health and social care, mirroring our population health and care commissioning footprint

2.3 Our immediate programme and organisational priorities for 2019/20 reflected the continued need for grip on financial recovery, reducing pressure on hospital service delivery, improving community health and social care responsiveness and; ensuring good use of, and shorter waits for, planned care. This was achieved through consolidating the financial recovery work and ESBT and C4Y objectives into a single programme with priorities for the next 6-12 months across urgent care, planned care and community.

2.4 Alongside delivery of 2019/20 plans our key priority in East Sussex is developing a longer term transformation plan. This enables health and social care in East Sussex to describe our next steps, building on the plans that are currently being implemented. The plan will strengthen the whole population focus across the East Sussex health and social care economy, as well as inform the our priorities and plans for 2020/21.

2.5 Our East Sussex Plan will be a joint health and social care plan that builds on what has already been delivered, to produce an up to date statement about our joint programme and integration plans for the next 3- 5 years, covering:

1. the needs of our whole East Sussex population and the outcomes required to meet them;

2. our plans for driving the transformation and integration required to meet population health and care needs, reduce health inequalities and deliver longer-term sustainability, including our priorities for 2020/21;
3. the finance and activity modelling that will underpin this across the next 3 – 5 year period, and;
4. the development of our East Sussex Integrated Care Partnership (ICP) and integrated delivery with our Primary Care Networks (PCNs), with integrated population health and care commissioning arrangements.

ESCC and NHS LTP principles and priorities

2.6 Our emphasis will be on the priorities we need to deliver jointly as a health and social care system to meet the future health and care needs of our population. Our local East Sussex Plan will build on our integration work to date to deliver a “new service model for the 21st century”¹ grounded in the needs of our local population. This will set out priorities and programmes of change covering prevention, community, urgent care, planned care and mental health, and how we will work with PCNs, the voluntary and community sector (VCS) and others to support delivery. The Plan will also describe the local implications for workforce planning, digital and IT, and estates.

2.7 A high level summary of the initial principles and priorities we expect to deliver through developing and agreeing our East Sussex Plan is set out in Appendix 1.

Initial progress

2.8 Work has begun over the summer to support high level planning for the East Sussex Plan and the next phase of the East Sussex health and social care programme, including priority setting for 2020/21, and contributing to the SHACP response to the NHS LTP.

2.9 A multi-agency East Sussex Plan Task Group has been set up with nominated leads across our system, including representation from Healthwatch and the VCS. The Task Group has met twice to scope the work and produce a development framework to guide the programme of work. Additional meetings have also taken place to progress work with a range of leads across public health and prevention, community, urgent care, planned care, mental health, children’s social care, finance, workforce and communications and engagement. A summary of progress made to date with developing our East Sussex Plan is included in Appendix 2.

2.10 The overall response to the NHS Long Term Plan is being developed across the SHACP, incorporating the Sussex-wide plans and the three place-based plans. East Sussex Plan leads are working closely with the SHACP to ensure that the East Sussex place element is captured appropriately within the overall SHACP submission, in time for the 27th September and 15th November deadlines.

System governance and developing our East Sussex Integrated Care Partnership

2.11 Draft terms of reference have been produced for our East Sussex Health and Social Care System Partnership Board and a first meeting will take place on 20th September. This has been set up as a broader system partnership to oversee delivery of the East Sussex Plan and development of our Integrated Care Partnership proposals on behalf of the HWB, through aligning organisational plans across our health, social care and wellbeing system.

2.12 The proposed membership includes representation that supports delivery of the wider determinants of health and includes Primary Care Networks, NHS Providers, District and Borough Councils, Healthwatch and the voluntary sector, alongside East Sussex CCGs and ESCC as

¹ NHS Long Term Plan Implementation Framework, July 2019

statutory health and social care commissioners. The membership is broader than the East Sussex Health and Social Care Executive Group, which will continue to meet to ensure a clear focus on the operational performance of our current programme priorities (covered in a separate report to the HWB). This will be kept under review as our plans for our ICP and broader system working take shape.

2.13 An initial senior executive meeting has taken place between our CCGs, ESCC, East Sussex Healthcare NHS Trust (ESHT), Sussex Community NHS Foundation Trust (SCFT) and Sussex Partnership NHS Foundation Trust (SPFT) about developing and taking forward proposals for our East Sussex Integrated Care Partnership, and within that integrated population health commissioning. This will support plans for a Sussex Integrated Care System by enabling integrated health and social care delivery at the East Sussex place based level. Further meetings are planned in September and October and initial proposals will be developed for October in time for wider testing with stakeholders during November.

Stakeholder engagement

2.14 An audit of recent engagement work with communities has been undertaken by the East Sussex Communications and Engagement Steering Group to identify common themes and areas of interest across East Sussex, and this is being used to help inform our planning and priority setting. The draft summary of the key themes from the audit is included in Appendix 3. A summary description of the East Sussex population is included at Appendix 4 for information.

2.15 The themes from the audit have been used to help inform the key principles and priorities set out in Appendix 1 of this report. They are also being used as a guide to what is of interest across our whole population as part of updating our integrated Outcomes Framework and ensuring it continues to be based on what matters to local people about their health and social care services.

2.16 We will also further test the draft principles and priorities of our East Sussex Plan with our local stakeholders during October and November, ahead of the final draft Plan being brought to the HWB for endorsement in December 2019.

2.17 Plans are also in place to undertake a high level joint Equalities and Health Inequalities Impact Assessment (EHIA) review of our East Sussex Plan, with a view to flagging potential areas where future EHIAs will be needed for specific projects and initiatives, and informing the framework for continuous engagement with all of our stakeholders.

Next steps

2.18 The work to develop the East Sussex Health and Social Care Plan is taking place in the context of significant changes to partnership working in Sussex across health and social care. At Appendix 5 there is an update from Bob Alexander, Independent Chair of the Sussex Health and Care Partnership, which describes next steps in the development of the Sussex Integrated Care System.

2.19 The process, timetable and milestones for developing the East Sussex plan and responding the NHS LTP is as follows:

1st July 2019	<ul style="list-style-type: none"> • New PCNs in place
August - September	<ul style="list-style-type: none"> • East Sussex Health and Social Care Plan development work begins - principles and priority-setting, informed by: <ul style="list-style-type: none"> ○ Local population health and social care needs and engagement ○ NHS LTP commitments ○ ESCC priorities
27th September 2019	<ul style="list-style-type: none"> • Initial SHACP NHS Long Term Plan submission to NHS England (including Sussex-wide plans and place plans for delivering NHS LTP commitments)
September - November 2019	<ul style="list-style-type: none"> • Assurance of SHACP NHS Long Term Plan submission by NHSE • East Sussex Health and Social Care Plan development continues, including: <ul style="list-style-type: none"> ○ Further refinement of priority-setting, and transformation programme objectives for 2020/21 ○ Refresh of integrated Outcomes Framework ○ Testing with local stakeholders ○ Developing proposals for the approach to integrated population health and care commissioning in East Sussex ○ Developing proposals for our Integrated Care Partnership for the delivery of health and social care for East Sussex
15th November 2019	<ul style="list-style-type: none"> • Final SHACP NHS Long Term Plan submission to NHS England (Sussex-wide plans and place plans for delivering NHS LTP commitments)
10th December	<ul style="list-style-type: none"> • Health and Wellbeing Board endorses East Sussex Health and Social Care Plan, including: <ul style="list-style-type: none"> ○ Transformation programme priorities and objectives for 2020/21 ○ Proposals for taking forward population health and care commissioning ○ Proposals for taking forward the Integrated Care Partnership
January - March 2020	<ul style="list-style-type: none"> • Further implementation planning for 2020/21:
April 2020	<ul style="list-style-type: none"> • Clinical Commissioning Groups merger complete, subject to application and approval by NHS England
April 2020- March 2021	<ul style="list-style-type: none"> • Delivery of 2020/21 transformation programme • Further implementation (as per agreed proposals) of: <ul style="list-style-type: none"> ○ East Sussex Population Health and Care Commissioning ○ East Sussex Integrated Care Partnership
April 2021	<ul style="list-style-type: none"> • East Sussex Integrated Care Partnership in place • East Sussex Population Health and Care Commissioning in place • Sussex Integrated Care System in place

3. Conclusion and reasons for recommendations

3.1 In summary developing our joint health and social care plan will enable our East Sussex system to:

- Address the NHS LTP commitments by ensuring there is a clear East Sussex plan for our place that also contributes to, and integrates with, the Sussex Health and Care Strategy;
- Cover the five year period from 2019/20 until 2023/24, taking fully into account the progress made to date and the priorities we have agreed, which are also consistent with the NHS LTP;
- Focus on the needs of the whole population of East Sussex across physical and mental health, and health and social care services for children and adults from improving health and prevention through to primary and hospital-based care;
- Set out the priorities in East Sussex for transformation and integration needed to meet the health and care needs of our population and reduce health inequalities, and deliver outcomes on a sustainable basis;
- Understand the financial model and infrastructure requirements that will underpin this;
- Set out and agree our Integrated Care Partnership and working with our Primary Care Networks and wider partners to support the development of our Sussex Integrated Care System, as well as agree how integrated population health and social care commissioning will take shape in East Sussex, and;
- Building on the comprehensive approaches to engagement undertaken to date and create a framework of continuous engagement with our stakeholders to underpin and inform our plans.

3.2 A number of discussions and meetings are being progressed with all key stakeholders across our system, to achieve this, underpinned by the initial key principles and priorities set out in Appendix 1. This will ensure that the next phase of our work and the priorities for 2020/21 are understood and owned by our system, and take account of the needs of the whole East Sussex population. It will also enable the timeframes for the initial SHACP submission to the NHSE Regional Team by 27th September, and final submission by 15th November, to be met.

3.3 A final draft of our East Sussex Health and Social Care Plan will be brought for endorsement by the HWB in December.

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[Background documents](#)

Appendices

Appendix 1 Summary of the initial key principles and priorities for our East Sussex Plan

Appendix 2 Developing the East Sussex Plan - summary of progress

Appendix 3 Summary of key themes from the audit of recent engagement in East Sussex

Appendix 4 Summary description of our East Sussex population

Appendix 5 Independent Chair update