

Report to: East Sussex Health and Wellbeing Board

Date of meeting: 10th December 2019

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

RECOMMENDATIONS

The Health and Wellbeing Board is recommended to:

- 1. Endorse the draft East Sussex Health and Social Care plan as set out in Appendix 1, and plans to further test this with local stakeholders**
 - 2. Note that further work will be taking place in the coming weeks to support the next phase of planning, including developing initial proposals for an East Sussex Integrated Care Partnership to help support delivery of our objectives in 2020/21 and in subsequent years**
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1. Background

1.1 At the meeting on 17th September, Members of the Health and Wellbeing Board (HWB) considered our approach to bringing together a joint long term health and social care plan for East Sussex. This reflects the strong history of integrated working across the local NHS and East Sussex County Council (ESCC) in East Sussex, building on the local progress we have made and the priorities and programmes that we have been working on in 2019/20.

1.2 In September the HWB endorsed the draft principles and priorities for a long term health and social care plan and the emerging plans to test this with stakeholders. It was also noted that further work would be taking place to support high level planning for the next phase of the East Sussex Health and Social Care priority-setting and programmes for 2020/21.

1.3 This report provides an update on progress with our objective to ensure that there is a clear long term health and social care plan for East Sussex, covering a 3-5 year period, with a focus on driving the changes needed to improve the health, social care and wellbeing of our population. Work to bring the plan together has been undertaken by East Sussex Clinical Commissioning Groups (CCGs), ESCC, East Sussex Healthcare NHS Trust (ESHT), Sussex Community NHS Foundation Trust (SCFT) and Sussex Partnership NHS Foundation Trust (SPFT) with our wider system partners.

1.4 Our plan is intended to help inform the final draft Sussex-wide strategy being produced by the Sussex Health and Care Partnership (SH&CP), and as such takes into account local priorities and commitments in the NHS Long Term Plan (LTP), as well as feedback from local people about their health and social care services. The full draft East Sussex plan is contained in Appendix 1 of this report. It should be noted that this report is being brought to the HWB in the pre-election period, and further detail will be taken to our respective Cabinet, Governing Bodies and Boards in the New Year which will include an update on the NHS LTP submission.

2. Supporting information

Long term objectives and priorities

2.1 Our long term vision for the overall model of care we need to deliver to meet the health and care needs of our population is based on a clear understanding of our population's health and social care needs. A high level summary is described in section 1.2 of Appendix 1.

2.2 Through our Joint Strategic Needs Assessment we know that East Sussex has amongst the highest proportions of over 65-year olds and over 85-year olds in the country. There are a range of characteristics that are particular to East Sussex, and in summary:

- Demand for health and social care will continue to increase, both as a result of the growth in the proportion of older people in the population and the complexity of their needs with increasing longevity, frailty and people with multiple conditions.
- There are inequalities within East Sussex in uptake of preventative services for example cancer screening.
- The number of children in need of help and protection is rising locally and nationally, linked to the increase in families experiencing financial difficulties.
- There is a growth in the numbers of children with statements of special educational needs and disability (SEND) or Education Health and Care Plans, some of whom will have complex medical and care needs.

2.3 Our understanding of the changes we need to make to meet our population's needs has also been informed by:

- Benchmarking tools such as Get it Right First Time, Model Hospital, NHS Rightcare and also the National Institute for Clinical Effectiveness (NICE) Guidance
- Work to understand the drivers of our system deficit in 2018/19
- The national and international evidence base on integrated care, and the learning from our own programmes for integration since 2014 through East Sussex Better Together (ESBT) and Connecting 4 You (C4Y)
- The views of local people, including the feedback we have recently received about their experience of health and social care services

2.4 Our joint working through our previous two programmes ESBT and C4Y has been aimed at driving the changes needed to help manage the growing demand, on both NHS and social care services, by joining up care to support people to live as independently as possible and achieve the best possible health outcomes. The work on integration to date provides a firm foundation for the next steps as it has delivered:

- Health and Social Care Connect
- Joint Community Re-ablement Service
- A comprehensive and co-ordinated range of preventative services
- On-going development of community health and social care services
- Strong whole system performance against the Better Care Fund targets

2.5 In the long term, we need to deliver a 'new service model for the 21st Century'¹ to ensure that good quality health, social care and support is available for everyone who needs it. Section 1.6 of our plan in Appendix 1 describes the long term model based on the principles and priorities

¹ NHS LTP (January 2019) and NHS LTP Implementation Framework (June 2019)

that were endorsed by the HWB in September, and what we will do to drive the changes needed to meet the health and care needs of people living in East Sussex, reduce health inequalities and deliver longer term sustainability.

2.6 The plan focusses on the key local priorities where we think we can have the most impact through working collectively.

Our focus for 2020/21

2.7 In developing the East Sussex Health and Social Care plan, the scope of our single programme has widened to take in the whole East Sussex health and social care economy, moving beyond our immediate programme and organisational priorities in 2019/20. These have reflected the continued need for in-year grip on financial recovery, through reducing pressure on hospital service delivery, improving community health and social care responsiveness and; ensuring good use of, and shorter waits for, planned care.

2.8 To build on this our future programme takes in a broader population focus. Section 1.8 in Appendix 1 sets out the joint priorities and the next steps that we anticipate taking in 2020/21, to continue making progress with delivering our long term vision for our health and social care system in the following areas:

- **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

2.9 Appendices 1 – 6 of the plan describe in more detail our approach and the programmes of work in each of these areas, and how we will work together across our health and care system, including core health, social care and mental health services, Primary Care Networks, District and Borough Councils and the voluntary and community sector (VCS) and others, to deliver our shared priorities. The local implications for workforce planning, digital and estates are included in Section 5 of the plan.

Stakeholder engagement

2.10 A multi-agency East Sussex Plan Task Group was set up with nominated leads across our system, and representation from Healthwatch and the VCS, to scope and guide the development of our plan. Additional meetings have also taken place to progress work with a range of leads and

system partners across public health and prevention, community, urgent care, planned care, mental health, children's social care, finance, workforce and communications and engagement.

2.11 An audit of recent engagement work with communities was undertaken to identify common themes and areas of interest across East Sussex, and this has been used to help directly inform our plans for our longer term model, and the priorities and next steps for 2020/21.

2.12 The information from the audit of recent engagement is also being used update our integrated Outcomes Framework, to ensure that it continues to be based on what matters to local people about their health and social care services. The integrated Outcomes Framework is a set of shared outcomes and measures developed in 2017, to support our collaboration and help us understand the impact of our work together as a health and social care system. Outcomes and measures are grouped together under the following headings:



2.13 This year we have agreed to fully adopt this framework for our whole East Sussex population. We will refresh the framework to align with our health and social care plans and programmes and bring this back to the HWB for endorsement in March, to support oversight and monitoring in 2020/21.

2.14 Whilst we have already published our draft plan for comment on the 29th October, and have subsequently finalised the draft in Appendix 1, the next stage will be to further test our plans and priorities with our local stakeholders. In line with the pre-election period process this will now take place after the election during December and January. Discussions will be timetabled with existing stakeholder groups, and we will reach our broader base of stakeholders through providing an online opportunity for feedback. This will help inform the next phase of planning for delivery in 2020/21, and we will bring a further update about the outcomes of this engagement to the HWB meeting in March.

2.15 A high level joint Equalities and Health Inequalities Impact Assessment (EHIA) review of our East Sussex Health and Social Care Plan is also being undertaken, to flag the areas where future EHIAs will potentially be needed for specific projects and initiatives. This will also guide the framework for continuous engagement with all of our stakeholders, including with people and communities who don't traditionally get involved. Discussions about the EHIA review will take place with the East Sussex Inclusion Advisory Group on 9th December.

2.16 The East Sussex Communications and Engagement Steering Group will also develop a broader communications and engagement strategy to support the ongoing delivery of our plan.

Working together to deliver our plans in 2020/21

2.17 Our new East Sussex Health and Social Care System Partnership Board has now met twice in September and November. This is a broader system partnership to oversee delivery of the

East Sussex Plan on behalf of the HWB, through aligning organisational plans across our health, social care and wellbeing system.

2.18 The membership includes representation that supports delivery of the wider determinants of health as well as the core health and social care system, and includes local NHS providers, East Sussex CCGs, East Sussex County Council, District and Borough Councils, Healthwatch and the voluntary sector. The East Sussex Health and Social Care Executive Group is also continuing to meet to ensure a clear focus on the operational performance of our programme. More information about our partnership governance can be found in section 4 of Appendix 1.

2.19 Our shared aim is to improve the health, health inequalities and wellbeing of local people through delivering more integrated care and an enhanced focus on prevention and reablement. Our mechanism for doing this will be through developing an Integrated Care Partnership (ICP) in East Sussex, that will enable a collaboration across health and social care provision and commissioning. This will be an iterative development informed by the priorities in our health and social care plan, and what arrangements will need to be in place to deliver our objectives, how this will be formalised over time to maximise benefits for our population.

2.20 To strengthen how we plan, organise, commission and deliver services together in East Sussex, the East Sussex CCGs, ESCC, ESHT, SCFT, and SPFT are in the process developing and taking forward proposals for our East Sussex Integrated Care Partnership (ICP). Overseen by our Health and Social Care System Partnership Board, we will develop proposals and test them more widely with stakeholders in the New Year and bring them to the HWB for endorsement in March.

2.21 To underpin our plan and our ICP, work is also taking place to set out our shared understanding of our system financial model covering a 3 – 5 year period, setting out the required shifts in investment to primary care and community services that will support the plan. More detail will be developed for 2020/21 and this will help inform our organisational budget-setting processes for next year as well as any risk share arrangements we develop to support our ICP.

A single Clinical Commissioning Group for East Sussex

2.22 In November GP members across East and West Sussex voted on the proposed new constitutions for the new CCGs across those areas. The three GP memberships across East Sussex voted in favour of the draft constitution for an NHS East Sussex Clinical Commissioning Group. This means the formal merger can now be taken forward to create a new statutory body from 1st April 2020. The appointment process of the CCG chair from the membership, and also for the wider governing body, will now be taken forward across those CCGs.

2.23 This will strengthen the focus of joint health and social care commissioning across the local NHS and East Sussex County Council for the population of East Sussex.

Next steps

2.24 A summary of the key milestones for our plan in the next five years is included in Section 2 of Appendix 1. To build on the high-level plan, and ensure we have the supporting programmes of work ready for delivery in 2020/21, the following steps will be taken in the coming weeks to support the next phase of planning for delivery:

- Developing the programme priorities into measurable objectives, projects, KPIs and benefits and risks where appropriate
- Linking this with the work to develop financial modelling and assumptions at the Sussex-wide and East Sussex level where appropriate, and the detailed plans for 2020/21 as this emerges

- Aligning with and feeding into organisational operational and business planning processes for 2020/21 as appropriate
- Setting out and agreeing our proposals for our ICP, and how integrated population health and social care commissioning will take shape in East Sussex
- Developing a broader communications and engagement strategy to support delivery of the plan, building on the comprehensive approaches to engagement undertaken to date to create a framework of continuous engagement with our stakeholders that underpins and informs our plans

3. Conclusion and reasons for recommendations

3.1 Taking into account the progress made to date, our East Sussex health and social care plan strengthens the whole population focus across the East Sussex health and social care economy. It sets out the key areas of focus for our collective system working that are needed to guide and deliver the changes needed in East Sussex to meet the health and care needs of our population, reduce health inequalities, and deliver outcomes on a sustainable basis.

3.2 A number of discussions and meetings have been progressed with key stakeholders across our system to achieve this, underpinned by the initial key principles and priorities agreed by the HWB in September. This will ensure that the next phase of our work and the priorities for 2020/21 are understood, shared and owned by our system, and take account of the needs of the whole East Sussex population.

3.3 The priorities set out in our health and social care plan will also guide and inform the shape and iterative development of our ICP, to enable us to best deliver our objectives both in 2020/21 and in subsequent years, and get the maximum benefit for our population. Proposals will be developed to support this for agreement in the New Year.

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[Background documents](#)

Appendices

Appendix 1 East Sussex Health and Social Care Plan