

Report to: Cabinet

Date of meeting: 28 January 2020

By: Director of Adult Social Care and Health

Title: East Sussex Health and Social Care Plan

Purpose: To consider progress made with partnership arrangements and setting of priorities for integrated care, and developing a longer term health and social care plan for East Sussex

RECOMMENDATIONS

Cabinet is recommended to:

- 1. agree the Council's contribution to the draft East Sussex Health and Social Care plan as set out in Appendix 1, and plans for further consultation with local stakeholders;**
 - 2. agree the projects set out in Appendix 3 to take forward the proposed Target Operating Model for integrated community health and social care services, as part of the broader community health and social care services programme; and**
 - 3. note that further work will be taking place to develop proposals for an East Sussex Integrated Care Partnership, including further engagement with stakeholders**
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1. Background

1.1 The Council has a longstanding history and commitment to integrated working with the local NHS, as it is felt that this provides the opportunity to deliver the best possible outcomes for local residents and achieves the best use of collective public funding in East Sussex. Our joint working through our previous two programmes East Sussex Better Together (ESBT) and Connecting 4 You (C4Y) has been aimed at driving the changes needed to help manage 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.

1.2 As has been previously noted, the work on integration to date provides a firm foundation for the next steps. The innovations have included:

- Home First - discharging people from hospital before ongoing needs are assessed, so patients are seen in their own home and there are lower rates of admission to residential care
- High Intensity User Services – providing health coaching to people who are frequent users of emergency health services
- A&E 5 Pathways - puts ambulance staff and GPs in contact with our Crisis Response Team preventing A&E admissions
- Reablement and rehabilitation - helps people to regain mobility and skills so they are more able to stay at home and need less support
- Care with confidence – helps people to find the help they need at home
- Technology Enabled Care Services – 8,500 clients are using sensors which can detect falls; respond to fire alarms, dispense medication and do welfare checks
- Health and Social Care Connect – a 24/7 service providing a multi-disciplinary first response for the public and healthcare professionals, including GPs

1.3 During 2019/20 Home First, High Intensity User Services and A&E 5 Pathways are expected to save over 4,000 A&E admissions and significantly reduce the costs of care provision

in the county. We continue to reduce the number of Delayed Transfers of Care (DTOC) from hospital in the county through initiatives such as Discharge to Assess beds, designed to avoid unnecessary admissions to acute hospitals and, where an admission is necessary, ensure that people are discharged as soon as is safe and practical back to their own homes, or as close to home as possible. DTOC has reduced from an average 69.8 delays per day in March 2018 to 47.9 in March 2019.

1.4 In order to build on this, on 23 April 2019 Cabinet agreed the approach to resetting health and social care system governance and taking forward a single joint programme across East Sussex, to further ensure a clear focus on our whole health and social care economy and improved outcomes for our residents. This report provides an update on progress made since April by the County Council working with the East Sussex Clinical Commissioning Groups (CCGs), East Sussex Healthcare NHS Trust (ESHT), Sussex Community NHS Foundation Trust (SCFT) and Sussex Partnership NHS Foundation Trust (SPFT) and wider system partners. It also describes the results of the work undertaken to shape a longer term health and social care plan for East Sussex for consideration and agreement.

1.5 The further development of an integrated approach with health partners to achieve the best possible outcomes for East Sussex residents is a key County Council commitment and the programme supports the delivery of priorities identified through Reconciling Policy, Performance and Resources. The current proposed plan for the first time places a specific emphasis on improving support for children and families within East Sussex. All future key decisions and ongoing work on integration will continue to be subject to County Council governance.

2. Supporting information

Progress in 2019/20

2.1 In summary during the latter part of 2018/19 and during 2019/20 we have taken steps as a health and social care system to secure agreement and take forward 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;
- Putting in place robust arrangements for the single health and social care programme that is resourced to deliver innovative change in services and new models of care, as well as greater levels of collaboration between NHS commissioners and providers in planning, delivering agreed objectives and establishing whole system sustainability, alongside the County Council;
- Developing a joint East Sussex long term plan for integration to take us beyond our immediate programme priorities in 2019/20, and address both local East Sussex health and social care priorities and help deliver the NHS Long Term Plan;
- 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;
- Taking account of the Sussex wide NHS Sustainability and Transformation Partnership (STP) ambition to become a Sussex Integrated Care System (ICS) by April 2021:
 - Developing integrated population health and care commissioning within East Sussex, aligned with the wider strategic commissioning function of the Sussex Health and Care Partnership, and;
 - Developing an Integrated Care Partnership (ICP) for East Sussex to support integrated planning and delivery of health and social care that reflects the needs of the local population.

2.2 Our critical focus in 2019/20 reflected the continued need for the management of NHS financial recovery, reducing pressure on hospital services, improving community health and

social care responsiveness, and ensuring good use of, and shorter waits for planned care. Plans included setting out pragmatic and realistic steps to take forward increased integration of community health and social care services during 2019/20, in a phased way. In summary the following progress has been made:

- The Assistant Director of Adult Social Care and Health (Operations) is now confirmed as the single line manager with authority and accountability for community health and care provision across the County Council and ESHT;
- Nursing and social care staff have been co-located in Eastbourne to trial working from a shared base and support increased joint working and care-coordination. This pilot is guiding how joint working best functions, and will include engagement with primary care, mental health and voluntary sector services. Plans are being developed to undertake a similar co-location exercise for the nursing and social care teams in Hastings;
- New Home First care services have been successfully tested. These are new, integrated models of care designed to get medically fit people home from hospital sooner, and to make sure that assessments for community support and decisions about longer term care are not made in hospital;
- Joint working between the County Council and ESHT Occupational Therapy staff is being developed, to share skills, best practice and help create capacity;
- Work has also been taking place to look at the best ways for different teams and services to work together to provide integrated, rapid response, community services to support discharge from hospital and avoid unnecessary hospital admissions. An integrated multi-disciplinary model has been developed and is being consulted on with staff.

2.3 Taking these specific projects and pilots forward in the context of wider improvements to the quality and experience of care for our residents in 2019/20, has led to the following progress and benefits:

- Successful pilots of Home First approaches have shown that people left hospital more quickly and had better outcomes when discharged through these services. This model is delivered by joint working between social care staff in acute settings and community health and social care reablement staff in the community. With improved identification of patients in acute settings these services are now progressing to full implementation. A single access point for discharge ensures patients are settled at home, in community beds or in nursing care with the support they need.
- This has been a factor contributing towards the average length of stay in hospital and community clinical care beds performing better than expected - reducing unnecessary length of time in hospital, accelerating recovery and releasing bed capacity within our hospitals and community sites to meet demand.

East Sussex Health and Social Care Plan

2.4 The NHS Sussex-wide Sustainability and Transformation Partnership (STP) has put in place new partnership arrangements which are overseen by the Sussex Health and Care Partnership Board (SHCP), with representation from local authorities. The SHCP was required by NHS England to submit medium term plans covering the expectations set out in the NHS Long Term Plan (LTP) by 15 November 2019. The overarching Sussex-wide submission consists of a high level health and care plan 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, and;

- Relevant Sussex-wide plans for workforce, finance, estates and digital that will enable delivery of the above.

2.5 We agreed locally that for East Sussex the place-based plan should be a joint health and social care plan, reflecting the integrated working in East Sussex and building on the progress we have made locally and priorities that we have been working on in 2019/20. The scope has been widened to cover prevention, children and young people, community, urgent care, planned care and mental health. Our East Sussex place plan is designed to:

- Set out a clear long term plan, 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, including the next steps for integrating community health and social care services;
- Ensure a joint response in East Sussex to the NHS LTP and subsequent NHS LTP Implementation Framework (published in June 2019), to align with, and be part of SHCP submission to NHS England, and;
- Support us to develop proposals for an Integrated Care Partnership to further strengthen how we plan, organise, commission and deliver services together in East Sussex

2.6 To develop our plan we undertook a single exercise to address both NHS LTP and ESCC priorities based on our strong understanding of our population's health and social care needs through our Joint Strategic Needs and Assets Assessment (JSNAA). Our understanding of the changes we need to make to meet our population's needs has also been informed by:

- benchmarking and other work undertaken to understand the drivers of the 2018/19 system deficit;
- the national and international evidence base on integrated care;
- our own learning from ESBT and C4Y, and;
- the views of local people, including the feedback we have recently received about their experience of health and social care services.

2.7 The final draft East Sussex Health and Social Care Plan is included in Appendix 1. Information about the broader SHCP Plan can be found here:

<https://www.seshealthandcare.org.uk/about-us/sussex-health-and-care-plan/>

Our focus for 2020/21

2.8 In the long term we need to deliver significant changes to how health and social care is delivered to ensure that good quality health, social care and support is available for everyone who needs it. This reflects ESCC priorities and the expectations of the NHS LTP. Section 1.6 of our plan in Appendix 1 describes the long term model based on the principles and priorities 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.

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

2.10 The appendices in the East Sussex Plan describe in more detail our approach, 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.

Integrated community health and social care Target Operating Model (TOM)

2.11 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.

2.12 The proposed TOM that has been agreed by all partners is included in Appendix 2, and a list of the linked projects that will support delivery in 2020/21 is included in Appendix 3. Further engagement is now planned with wider system stakeholders, including Primary Care Network leads in East Sussex.

2.13 The respective partner organisations (ESHT, SCFT, East Sussex CCGs 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 wider Sussex-wide delivery of community services.

2.14 Resources are in place within our system to support programme and project management and the development of regular reporting of Key Performance Indicators (KPIs) and financial information. All the statutory partners will work to ensure focus is given to:

- Effective communications and setting out clearly to all stakeholders how services will develop and what improvements will be delivered;
- Financial and other risks related to integration, including delivering services on behalf of other statutory partners, are being managed;
- Potential for co-location of staff, joint estates management, integration of workforces and IT and digital relationships;
- Effective relationship with NHS England and NHS Improvement and the SHCP;
- Maintaining effective engagement with a broader range of stakeholders in the planning and delivery of services, including patients, clients, carers, Borough and District Councils, independent sector providers and the voluntary and community sector.

Working together to deliver our plans in 2020/21

2.15 We have set up a broader system partnership to oversee delivery of the East Sussex Plan on behalf of the Health and Wellbeing Board, through aligning organisational plans across our health, social care and wellbeing system. Our new East Sussex Health and Social Care System Partnership Board has now met twice, in September and November.

2.16 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 joint East Sussex Health and Social Care Executive Group is also continuing to meet to ensure a clear focus on the operational performance of the agreed programme. More information about our partnership governance can be found in Section 4 of the East Sussex Health and Social Care Plan (Appendix 1).

2.17 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 re-ablement. The future 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, and how this will be formalised over time to maximise benefits for our population.

2.18 To strengthen how we plan, organise, commission and deliver services together in East Sussex, the East Sussex CCGs, ESCC, ESHT, SCFT, and SPFT have been developing proposals for our East Sussex Integrated Care Partnership (ICP). The draft proposal is included in Appendix 4. These initial proposals will now be subject to broader consultation. This work is currently focused on achieving the best mechanism for delivering our agreed priorities. If in the future options are developed for potential organisational changes or developments in how resources are managed this will be subject to individual organisational governance, and where appropriate consultation, processes.

2.19 To take forward integration, work is also taking place to establish a shared understanding of our system financial model covering a 3–5 year period, including 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 align with organisational budget-setting processes for future years, as well as any risk share arrangements that may be developed.

A single Clinical Commissioning Group for East Sussex

2.20 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, with West Sussex CCGs GP members following suit after a second vote. This means the formal merger can now be taken forward to create new statutory bodies from 1 April 2020. The appointment process for the CCG chairs from the memberships and wider governing bodies will now be taken forward.

2.21 This will strengthen the focus of joint health and social care commissioning across the local NHS and the County Council for the population of East Sussex and will open up opportunities for similar arrangements to be explored in West Sussex.

Next steps

2.22 A summary of the key milestones for next five years is included in Section 2 of the East Sussex Health and Social Care Plan in 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 work:

- Developing the programme priorities into measurable objectives, projects, KPIs and benefits and risks;
- Reviewing system partnership governance arrangements in light of the widened scope of the plan and programmes of work;
- 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 future ICP, and how integrated population health and social care commissioning will take shape in East Sussex, and;
- Further testing our plans with our stakeholders and 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 plan strengthens the whole population focus across the local 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 Health and Wellbeing Board in September. This will ensure that the next phase of our work and the priorities for 2020/21 are understood, shared and owned by the broader system, and take account of the needs of the whole East Sussex population.

3.3 Our plans and objectives for integration of community health and social care services continue to align with the NHS Long Term Plan, and the ongoing development of Primary Care Networks, with the intention of further strengthening the operational interface with General Practice through implementing greater levels of integration of community health and social care services.

3.4 Overall this will ensure that we continue to maintain our focus on moving to integrated community care delivery to meet our population health and care needs and tackle the challenge of an ageing population, which we are at the forefront of in East Sussex.

3.5 The priorities set out in the Plan will also guide and inform the development of the ICP, to enable the delivery of shared objectives both in 2020/21 and in subsequent years and get the maximum benefit for our population.

3.6 The three East Sussex Clinical Commissioning Groups, East Sussex Healthcare NHS Trust, Sussex Partnership NHS Foundation Trust and Sussex Community NHS Foundation Trust will be taking a similar report through their governance processes in broadly the same timeframe.

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LOCAL MEMBERS

All Members

Appendices

Appendix 1 Final draft East Sussex Health and Social Care Plan

Appendix 2 Proposed Target Operating Model for community health and social care services.

Appendix 3 Proposed projects to deliver the community health and social care Target Operating Model

Appendix 4 Draft East Sussex Integrated Care Partnership Proposal