

## East Sussex Integrated Care Partnership (ICP)

### Integration Programme Restoration Brief

#### 1. Background and purpose

- 1.1 In order to enable a clear focus on the management of our health and social care system's urgent response to the COVID-19 emergency, on 27<sup>th</sup> March 2020 the East Sussex Health and Social Care Executive Group agreed to formally suspend our collective system business associated with the East Sussex LTP and integration programme. This included suspending the following meetings and work on transformation for an initial period of three months:
- The East Sussex Health and Social Care Executive Group
  - East Sussex Health and Social Care System Partnership Board
  - Oversight Boards focussing on transformation
  - Short life task groups such as the Integrated Care Partnership (ICP) Development Steering Group and the East Sussex Plan Task Group
- 1.2 This brief sets out the work, scope and next steps needed to re-establish our system integration plan and programme, as we move into phase 2 of the response and the recovery process. This will allow for the necessary consideration of the impacts of the COVID-19 response, including the changes made to rapidly allow for surge capacity within our system and manage service delivery during lockdown, social distancing and isolation.
- 1.3 As a result we will identify the key areas of development that will enable our health and social care system to make further progress as an ICP in 2020/21, to deliver the agreed long term outcomes set out in our East Sussex Health and Social Care Plan. This will be done through developing a revised and updated integration programme blueprint, taking into account the changes to integrated working and pathways that have been put in place as part of responding to COVID-19, and the learning from this.
- 1.4 The brief has been produced on behalf of the East Sussex Health and Social Care Executive Group to support the collective system working of East Sussex Clinical Commissioning Group (CCG), East Sussex County Council (ESCC), East Sussex Healthcare NHS Trust (ESHT), Sussex Community NHS Foundation Trust (SCFT) and Sussex Partnership NHS Foundation Trust (SPFT) and wider system partners.

#### 2. Scope

- 2.1 The focus of our integration programme recovery planning will be the key aspects of our recovery and transformation that make best sense to be collectively led at the East Sussex level by our health and social care system, and to further develop our ICP in 2020/21. The revised programme blueprint will cover the following areas:
- Children and Young People
  - Community
  - Urgent Care
  - Planned Care
  - Mental Health
- 2.2 Although out of scope, there is a wider context which our integration programme will need to take account of and align with where appropriate. This includes:

- The management and delivery of individual organisational recovery plans, which will require programmes and projects in their own right managed through business and operational planning processes;
- This includes the national requirement to restore healthcare services to pre-COVID-19 levels. This will be managed through organisational business and operational planning processes, supported where appropriate by our integrated delivery;
- The ongoing need to manage and adapt to the changing requirements of the COVID-19 response and the restoration of services, including maintaining the current integrated working arrangements and pathways that we have put in place to facilitate patient flow across physical and mental health, and;
- The Sussex-wide Integrated Care System (ICS) recovery programme and alignment of plans and objectives where appropriate, to support delivery and ensure the best outcomes for our population.

### 3. Approach and next steps

3.1 Overall the following tasks are suggested to enable a revised and updated integration programme blueprint for our East Sussex ICP to be developed:

- **Review and Reset Integrated Care Transformation Plan** - review and reset each of the previous programmes and projects, and evaluate the need for changed or new projects as a result of COVID-19.
- **Review the integrated performance and risks** - define the impact on system performance following the changes and identify any risks for our population.
- **Stocktake of new integrated care provision** – evaluate whether changes and innovative provision in response to COVID-19 should be maintained in the ‘new normal’ or needs to be deconstructed in a planned way to safeguard our people and staff.
- **Identify and agree lessons learnt** – ensure lessons learnt from implementing the changes to integrated care in response to the pandemic, what has gone well and not so well, is embedded in future integrated transformational change.
- **Financial, Performance Measures and Resourcing** - further develop the framework for understanding the funding and resource requirements to deliver the reset Integration plan and programme.

3.2 Within this our transformation programmes are at varying stages of maturity and change which will impact on the pace and detail at which the above tasks can be completed. There will also be a need to allow time for appropriate partnership discussions and agreement to take place to support programmes to be revised and updated.

### 4. Sussex Integrated Care System (ICS) restoration and recovery programme

4.1 The Sussex Health and Care Partnership (SH&CP) has set out a proposed approach to restoration and recovery for the ICS across the following themes and enablers:

Themes for recovery	Enablers for recovery
<ul style="list-style-type: none"> <li>• Safety and wellbeing of the workforce</li> <li>• Developing communities</li> <li>• Primary care</li> <li>• Integrated care partnerships</li> <li>• Commissioning</li> <li>• Strategic deployment</li> <li>• Resilience</li> <li>• Finance</li> </ul>	<ul style="list-style-type: none"> <li>• System oversight</li> <li>• Economic infrastructure</li> <li>• Engagement</li> <li>• Digital</li> <li>• Estates</li> </ul>

4.2 ICS-wide networks such as the Primary and Community Care Collaborative, Acute Care Collaborative and Mental Health Collaborative will support the delivery of the restoration and recovery programme, and our East Sussex Health and Social Care System partner organisations are directly involved in these networks. We will also ensure that wherever possible our system integration plans at the East Sussex level align with programme work under these themes to ensure the contribution of our place and ICP, and to get the most benefit for our population.

4.3 In addition, the integrated working arrangements that we have in place will contribute to the national agenda to restore healthcare services to their pre-COVID-19 levels, with the day to day challenges of flow being supported through the integrated operational management and delivery of discharge and admission avoidance.

## **5. Integrated population health and social care commissioning**

5.1 The COVID-19 response has also enabled different integrated working arrangements to develop around commissioning. We will use this opportunity to revisit our original objectives to design integrated population health and social care commissioning, and develop our thinking about how we use our resource and workforce in phase 2 to accelerate this.

## **6. Governance**

6.1 During the pandemic we have adapted our existing system governance in order to deliver the emergency response where this has required coordination and grip across the whole system, for example hospital discharge and mutual aid support to care homes. The restoration of the integration plan and programme will be overseen initially through these governance arrangements. This will be facilitated by the system portfolio office with liaison and testing with the system Senior Responsible Officers (SROs), programme SROs and other system leads as appropriate. Collective discussion and agreement will take place through the wider Executive Group meetings.

6.2 Once the revised integration plan and programme has been agreed, it is our suggested aim to return to our system governance arrangements in full. This will also be contingent on our system capacity and our collective confidence about the stage of COVID-19 recovery we have reached. We will review and agree this together in line with the timetable set out below.

## **7. Engagement**

7.1 Partners across the whole system have been fully involved in responding to the COVID-19 emergency, including General Practice, the independent care sector, District and Borough Councils, Healthwatch and voluntary and community sector organisations alongside East Sussex CCG, ESCC, ESHT, SCFT and SPFT.

7.2 This strong involvement will continue as we move into phase 2 of the response and recovery, through the necessary system dialogue that will take place as part of revising the integration programme blueprint, as well as through future involvement in developing and delivering specific projects where there is a shared interest.

7.3 This will include the future engagement of patients, clients, and carers moving forward, and any health inequalities and equality impact assessments that might be a necessary part of future projects resulting from the updated programme blueprint.

## **8. High level timetable**

8.1 The following high level timetable is suggested to ensure a manageable and phased return to our system integration programme:

Task	Who/lead	Date
<ul style="list-style-type: none"> <li>Collective agreement of this brief and next steps by the East Sussex COVID-19 Executive Group</li> </ul>	East Sussex COVID-19 Executive Group	May 2020
<ul style="list-style-type: none"> <li>Review and reset integration programme objectives and projects</li> <li>Review integrated performance and risks</li> <li>Stocktake of new integrated care provision</li> <li>Identify and agree lessons learnt</li> <li>Financial, Performance Measures and Resourcing.</li> </ul>	East Sussex Portfolio Lead, Programme SROs and other leads	May - July 2020
<ul style="list-style-type: none"> <li>Agreement of revised East Sussex ICP integration plan and programme</li> <li>Agreement to return to the East Sussex system governance arrangements in full, including: <ul style="list-style-type: none"> <li>East Sussex Health and Social Care Executive Group</li> <li>East Sussex Health and Social Care System Partnership Board</li> <li>Children and Young People Oversight Board<sup>1</sup></li> <li>Community Oversight Board</li> <li>A&amp;E Delivery and Urgent Care Oversight Board<sup>2</sup></li> <li>Planned Care Oversight Board</li> <li>Mental Health Oversight Board<sup>3</sup></li> </ul> </li> </ul>	East Sussex COVID-19 Executive Group	July - August 2020
<ul style="list-style-type: none"> <li>Return to business as usual programme monitoring, reporting and governance arrangements for the balance of 2020/21</li> </ul>	East Sussex Health and Social Care Executive Group, Oversight Boards supported by the System Portfolio Office	September 2020

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<sup>1</sup> New Oversight Board, replacing the previous Children and Families Strategic Planning Group. A first meeting is planned for 9<sup>th</sup> June

<sup>2</sup> The A&E Delivery and Urgent Care Oversight Board has started meeting again as of May 2020

<sup>3</sup> Proposed new Oversight Board in 2020/21