



Summary of revised East Sussex integration programme projects in 2020/21

1 Background

For the first six months of 2020/21 our overall focus for integration as a health and social care system in East Sussex has been the way we can further integrate our services to support people during the COVID-19 pandemic, including our out of hospital support and discharge hubs to ensure timely discharge and appropriate care. In line with this our long term system transformation work was paused in March and our system governance adapted to help us deliver the emergency response.

In May we initiated work to revise and update our existing in-year integration programme and projects, with the following aims:

- Incorporating the learning from new ways of working that were rapidly developed as part of our system response to the pandemic;
- Sustaining new models of delivery where there have been agreed benefits, and;
- Complementing and supporting the ongoing management of the pandemic and the additional ongoing responsibilities that require a collaborative response from our health and social care system.

This summary sets out the result of that exercise.

2 Principles

Alongside our organisations' core business and the continuous improvement of services across our system, these projects have emerged out of our recent system discussions as being appropriate shared priorities for our system to help us make further progress on integration during the remainder of 2020/21.

The partnership nature of the discussions across our system has been fundamental to the process of restoring the integration programme. As the revised programmes and projects are worked up in detail this will include future arrangements for partner organisations to be involved in project delivery where there is a shared interest, how clients, patients and carers will be involved, and the consideration of potential impacts on health inequalities and equalities.

In the wider context of the Sussex Integrated Care System (ICS), our updated integration programme focusses on the shared priorities for our recovery and ongoing transformation of care that make best sense to be collectively led at the East Sussex level, covering Children and Young People, Mental Health, Community, Urgent Care, and Planned Care. Within this there is strong alignment with ICS-wide programmes and collaboratives. There is also an emphasis on personalisation, prevention and reducing health inequalities across these shared priorities and their implementation.

The projects support delivery of improved outcomes for our population as set out in the East Sussex Health and Social Care Plan, and have been tested to ensure they contribute wherever possible to:

- Offering greater levels and experience of integrated and personalised care and support;
- Maximising the potential for prevention, early intervention and avoiding unnecessary attendance or admission to hospital;
- Supporting patient flow through hospital, and planning for winter, including the most recently published Guidance and the ongoing need to manage the pandemic response and possible outbreak control if this is necessary;

- Supporting organisation and Sussex Integrated Care System (ICS) plans for recovery and restoration of services, including the national requirement to restore NHS services to pre-COVID-19 levels, and;
- Alignment with broader Sussex ICS-wide programme delivery where appropriate, for example the acute care collaborative, community and primary care collaborative and mental health collaborative programme.

Acknowledging that programmes and projects are at different stages of being formalised a set of priority objectives and lead KPIs has also been developed, and this will support our planning for next year. We also have further evolved our high level system partnership governance in 2020/21 to enable delivery of the five programmes of work, and this is included in Appendix 1.

Overall, this will help ensure a continued focus on local system issues whilst the ongoing management of the pandemic and the broader restoration and recovery process takes place. The following sections set out the projects and areas of work in the five programmes:

- Children and Young People
- Mental Health
- Community
- Urgent Care
- Planned Care

3 Children and Young People

A programme has been developed to enable increased levels of age-appropriate integrated care across the local NHS and Children's Social Care; including integrating physical and mental health services; joint working between primary, community and acute services, and; supporting transition to adult services. The initial focus will be:

- **Pathways and commissioning approach for children in secure or specialist placements** - support from wrap around services; and ensuring Looked After Children's needs are prioritised across health, social care and education to improve outcomes.
- **Development of new free special schools** - with places for children with Social Emotional and Mental Health, autism and profound multiple learning difficulties.
- **Pathways for children and young people with Autism, ADHD and other neurodevelopmental disorders** - review of the commissioning of health providers so that every child and young person progresses through one pathway regardless of their underlying needs and age. This also includes aligning local implementation with the outcomes and recommendations from the recently published Sussex-wide Review of Emotional Health and Wellbeing Support for Children and Young People (May 2020).
- **Mental health and emotional wellbeing services** – improving access and aligning local implementation with the outcomes and recommendations from the recently published Sussex-wide Review of Emotional Health and Wellbeing Support for Children and Young People (May 2020), and the areas for development outlined in the joint targeted area inspection of the multi-agency responses to children's mental health in East Sussex.
- **Pathways for young people transitioning from the children's disability service to adult health and social care services** - evaluation of the pathways and timeliness of transition into adult health and social care services.

4 Mental Health

Work has been taking place to develop and shape a single plan and programme for East Sussex which will set out initial projects in the following areas:

- **Emotional wellbeing services** - developing integrated teams aligned with Primary Care Networks to ensure improved access to a wide range of primary care based mental health services, including Improved Access to Psychological Therapies (IAPT) and Health in Mind.
- **Community Services enhancements** - to provide a consistent range of specialist services for adults with personality disorders, eating disorders and rehabilitation in line with the NHS Long Term Plan commitments.
- **Housing and supported accommodation needs and pathways** – working with District and Borough Council partners and other providers, as part of wider work on accommodation related support to ensure a focus on mental health accommodation needs.

5 Community

The previously agreed target operating model for community health and social care services has been reviewed in light of the learning from delivering the response to COVID-19, and taking account of the recently published Hospital Discharge Service Guidance, with the following areas as the revised priority projects:

- **Joint review and development of hospital discharge processes** - embedding the hospital discharge hubs that have been developed as part of the pandemic response, including for out of county acute pathways.
- In the context of the above work some specific projects to support Home First Pathways:
 - **Developing a multi-disciplinary, integrated rapid response community team** to support delivery of Home First Pathway 1 (hospital discharge to own home with a package of support), and;
 - **Reviewing Home First Pathway 3** (discharge to temporary nursing or residential beds for assessment), across acute and community health and social care processes and a strategic approach to commissioning, procurement and supplier management of beds.
- **Continuing to implement the use of SingleView** - in community health and social care and linking other key systems in order to give a summary view for staff across more key services.

In addition to the above projects, further exploration and strengthening of the links with the following areas of system work:

- Developing and delivering a system approach to supporting care homes through building on the East Sussex Care Homes Resilience Plan, clinical support offer and mutual aid support and the primary care Directed Enhanced Service developments to deliver a cohesive model of support;
- The potential to develop a strategic partnership approach to workforce with Primary Care Networks, community health providers and Adult Social Care relating to allied health professional and new practitioner roles, and;
- Links with wider integrated working in our communities, including the work to develop a sustainable model for the Community Hubs that were created by the Council, District and Borough Councils, Voluntary and Community Sector (VCS) and CCG in response to COVID-19 and lock down.

6 Urgent Care

Continued implementation of our urgent care plans and programme including:

- **Expanding the High Intensity User service** - introduced last year in East Sussex, refining the offer and delivering to a wider potential cohort of people who frequently use emergency services including opportunities to collaborate with Brighton and Hove.
- **Continued implementation of the integrated urgent care model** - including the NHS 111 First Programme and Talk Before You Walk. This aims to deliver safe streaming and direction of non-emergency patients away from acute emergency departments into other services which

provide same-day or urgent (within 24 hours) services. New direct referral pathways will be implemented to existing services, for example Urgent Treatment Centres, Hot Clinics, Ambulatory Care, Improved Primary Care Access, Social Care, Community Pharmacy and Crisis Cafes.

- **Redesigning falls prevention services** - to ensure best practice and reduce unwarranted variation.

7 Planned Care

The overriding priority for planned care is restoration and recovery of NHS services in line with national requirements. Further to this specific focus is likely to be given to some of the following schemes in support of that agenda:

- **Supporting the Sussex-wide redesign of community ophthalmology services** - covering Glaucoma, treatment of stable AMD, Cataracts and Community Children's Screening, with the aim of enabling improved access to new pathways for diagnosis and treatment of common stable conditions.
- **Introducing first contact practitioners in Primary Care for MSK referrals** (e.g. back pain or sports injuries) – and implementing new pathways to avoid unnecessary waits for physiotherapy and pain management including guidance with self-managing minor MSK conditions.
- **Outpatient transformation** - in the context of COVID-19 ensuring increased use of the clinical Advice and Guidance service prior to referral by GPs, and increased use of remote and video consultations according to need alongside face-to-face consultations where this is needed, as well as more effective multi-disciplinary assessments and patient initiated follow up appointment management.
- **Continued improvement of diabetes care in the community** – building on the introduction last year of integrated community diabetes clinics for complex type 2 diabetes led by our GPs and expanding pathways for example for pregnancy induced diabetes.
- **Multi-disciplinary led triage for GP Gastroenterology referrals** - with early diagnostics and faster release back to primary care, preventing unnecessary hospital appointments and interventions.
- **Cardiology** – review of interventional cardiology specialist service with the aim of reducing variation of treatment and improving overall outcomes.

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