



## DRAFT Health and social care integration in East Sussex – high level milestone plan 2021/22

### Aim and purpose

Building on our integration to date, our wider context of the Sussex Health and Care Partnership Integrated Care System (ICS), and the publication of *Integrating Care: Next steps to building strong and effective integrated care systems* (NHS England and Improvement, November 2020), this plan sets out the high level milestones and development work programme for 2021/22 for our place based Integrated Care Partnership (ICP).

*'Integrating Care'* acknowledges that for most people their day-to-day care and support needs will be expressed and met locally in the place where they live, and therefore the role of place as an important building block for health and social care integration and an offer to the local population to ensure that in each place everyone is able to:

- Access clear advice on staying well
- Access a range of preventative services
- Access simple, joined up care and treatment when this is needed
- Access digital services (with non-digital alternatives) that put the citizen at the heart of their own care
- Access proactive support to keep people as well as possible, where they are vulnerable or at high risk

In addition, joint work in places will also support:

- Approaches to employment, training, procurement and volunteering activities and use of estates, to allow the NHS to play a full a part in social and economic development and environmental sustainability, and;
- Strong links with other public and voluntary services that have an impact on people's day to day health, for example through improving local skills and employment or ensuring high quality housing and accommodation.

Alongside delivering our agreed in-year programme of shared priorities and projects for transforming services, our plans for our place-based ICP will further strengthen our ability to work together to join up our services and collective resources to deliver the place level offer for our population, across primary, community health and mental health services, social care and support, community diagnostics and urgent and emergency care. This plan sets out the milestones and work involved to enable our East Sussex ICP to implement the next phase of integration, focusing specifically on:

- An integrated commissioning model
- An integrated provider model

	High level milestone/target	When by (backstop deadline)	
1	Finalise the health and social care integration programme priority objectives and projects for 2021/22 covering; Children and Young People, Mental Health, Community, Urgent Care and Planned Care.	March 2021	
2	<p><b>Integrated commissioning model</b></p> <p>Develop and agree a roadmap for integrated commissioning:</p> <ul style="list-style-type: none"> <li>• Hold Place/ICS workshops to shape the development of a framework to support integrated commissioning at place and at wider Sussex ICS level covering the following functions: <ul style="list-style-type: none"> <li>○ Understanding population health needs</li> <li>○ Strategic planning and prioritisation to address needs</li> <li>○ Shaping models of integrated care, services and investment decisions</li> <li>○ Demand and capacity modelling for our system</li> </ul> </li> <li>• Agree place-based objectives for our in-year integrated operational commissioning plan, aligned to the East Sussex health and social care transformation programme priority objectives for 2021/22, covering: <ul style="list-style-type: none"> <li>○ <b>Children and Young People</b> - for example local supporting the implementation of Foundations for our Future, pathways for Autism, ADHD and other neurodevelopmental disorders, and an integrated approach to transitions</li> <li>○ <b>Mental Health</b> - for example primary care based emotional wellbeing services, enhanced community services and supported accommodation</li> <li>○ <b>Community</b> – for example oversight of the commissioning approach to support the countywide community health and social care services TOM (including for the HWLH area), collaboratively commissioning D2A beds and block hours to support Home First pathways and admission avoidance ahead of winter 2021/22, and End of Life Care</li> <li>○ <b>Planned Care</b> – for example supporting implementation of transformation and end-to-end care pathways aimed at reducing health inequalities and personalised care and support</li> </ul> </li> </ul>	<p><b>Integrated provider model</b></p> <p>Develop and agree a roadmap for the integrated provider model for community health and social care:</p> <ul style="list-style-type: none"> <li>• Hold facilitated ICP development workshop to support identification and agreement of the following: <ul style="list-style-type: none"> <li>○ <b>Potential service areas in scope</b> - for example, possible areas include: Frailty Services, Community Nursing, Frailty Practitioners, Proactive Care Practitioners, Bowel and Bladder Services, Community Hospitals, Non-weight-bearing beds, Home First Beds, Interim Beds, Joint Community Rehabilitation (JCR) / Falls services, Crisis Response, Integrated Night Service</li> <li>○ <b>Core areas for pooling operational resources and combining planning and delivery functions</b> - for example potentially looking at care coordination; Community Nursing and JCR, and Assessment and Care Management (ACM) Integrated Locality Teams (ILTs)</li> <li>○ <b>Further development of generic roles and shared or joint leadership posts and management arrangements</b> - for example, reviewing the Integrated Support Worker role to explore potential to broaden to include JCR rehabilitation support, and reviewing the role, function and JD of ILT Managers. In addition, consideration of next steps for the single senior leadership of some or all of the above areas in scope and pooling arrangements, including reviewing the effectiveness and impact of the Director of Integrated Community Services role to date, and how to build on it.</li> </ul> </li> <li>• Within this give consideration to the following: <ul style="list-style-type: none"> <li>○ The differential pacing and integration development needs within the county to deliver a consistent model and outcomes</li> </ul> </li> </ul>	May 2021

	<ul style="list-style-type: none"> <li>○ <b>Urgent Care</b> - for example expanding the High Intensity User Service , falls prevention and access to alternative services and support for NHS 111 Talk Before You Walk</li> <li>● Develop and agree a roadmap for taking forward wider integrated working in communities across the broader determinants of health to support wellbeing and reduce health inequalities</li> <li>● Refresh our shared Outcomes Framework to feed into the Sussex Vision 2025 Outcomes</li> </ul>	<ul style="list-style-type: none"> <li>○ Relationship with local acute hospital services and ICS-wide Acute Care Collaborative for urgent care and planned care</li> <li>○ Relationship with Primary Care Network developments and wider integrated working in communities to support care coordination and population health</li> <li>○ Engagement/OD process with staff in scope</li> <li>○ Review further planned development of the target operating model for community health and social care services, in light of COVID-19 winter phase</li> </ul>	
3	<ul style="list-style-type: none"> <li>● Seek individual organisational agreement and system approval: <ul style="list-style-type: none"> <li>○ Framework for integrated commissioning and arrangements</li> <li>○ Proposal for taking forward integrated working in communities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Seek individual organisational agreement and system approval: <ul style="list-style-type: none"> <li>○ Proposed scope of integrated service model/models</li> </ul> </li> </ul>	July /August 2021
4	<ul style="list-style-type: none"> <li>● Seek Health and Wellbeing Board endorsement of proposals</li> <li>● Begin mobilisation of integrated working in communities</li> <li>● Development of the supporting financial framework for 2022/23</li> <li>● Develop countywide commissioning plans for services in scope</li> </ul>	<ul style="list-style-type: none"> <li>● Seek Health and Wellbeing Board endorsement of proposals and shadow operating model for services in scope</li> <li>● Begin wider engagement on ICP proposal with staff, patients, clients and the public</li> <li>● Begin mobilisation phase for shadow operating model for services in scope</li> </ul>	September 2021
5	<ul style="list-style-type: none"> <li>● Further review and progress update to Health and Wellbeing Board</li> <li>● Start developing milestones for 2022/23</li> </ul>	<ul style="list-style-type: none"> <li>● Further review and progress update to Health and Wellbeing Board</li> <li>● Start developing milestones for 2022/23</li> </ul>	December 2021
6	<ul style="list-style-type: none"> <li>● Begin implementation phase</li> </ul>	<ul style="list-style-type: none"> <li>● Begin shadow ICP operating model for services in scope</li> </ul>	January 2021
7	<ul style="list-style-type: none"> <li>● Individual partner organisations' approval of integrated ICS and place-based commissioning framework and outcomes and delivery plan for 2022/23 (subject to Cabinet, Governing Body and Trust Board timetables)</li> <li>● The Health and Wellbeing Board is asked to endorse: <ul style="list-style-type: none"> <li>○ Refreshed integrated Outcomes Framework and integrated operational commissioning arrangements to take forward population health and social care outcomes agreed at place level</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Initial review and adjustments</li> <li>● Individual partner organisations' approval of the delivery plan for 2022/23 (subject to Cabinet, Governing Body and Trust Board timetables)</li> <li>● The Health and Wellbeing Board is asked to endorse: <ul style="list-style-type: none"> <li>○ Phased implementation of the East Sussex ICP delivery model and next steps</li> </ul> </li> </ul>	March 2022
8	<ul style="list-style-type: none"> <li>● Phased implementation of the integrated ICS and place-based operational commissioning model goes live</li> </ul>	<ul style="list-style-type: none"> <li>● Phased implementation of the East Sussex ICP operating model goes live <ul style="list-style-type: none"> <li>○ In scope integrated service models fully implemented</li> </ul> </li> </ul>	April 2022