

Sussex Health and Care Partnership



West Sussex Response to the NHS Long-Term Plan

Delivering our Joint Health and Wellbeing Vision for our Population

BRIEFING

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Summary

The NHS Long Term Plan, published in January 2019, set out a 10-year practical programme of phased improvements to NHS services and outcomes, including a number of specific commitments to invest the agreed NHS five-year revenue settlement.

Sustainability and Transformation Partnerships (STPs)/Integrated Care Systems (ICSs) are asked to create their five-year strategic plans by November 2019 covering the period 2019/20 to 2023/24.

The Sussex Health and Care Partnership, the operating name for the Sussex Sustainability and Transformation Programme, will submit its first response to the NHS Long-Term Plan, as part of its development towards becoming an Integrated Care System by 2021. The three systems within Sussex – West Sussex, Brighton and Hove and East Sussex, are each providing a local contribution to the Long-Term Plan which feeds into the Sussex response.

In West Sussex, partners have agreed to co-produce a joint response plan between West Sussex County Council and Coastal West Sussex, Horsham and mid-Sussex and Crawley CCGs. The West Sussex plan is being developed following an extensive period of public and stakeholder engagement and will be the agreed delivery plan to achieve the Joint 2019-2030 Health and Wellbeing Vision for the County, as well as delivering a local response to the STP clinical priorities and the objectives of the NHS Long-Term Plan. In particular, the West Sussex plan will seek to address the health inequalities identified within the local population.

The Joint Health and Wellbeing Strategy seeks to improve the health and life experience of everyone within our local population across their whole life, with a particular focus on addressing the particular health needs within West Sussex. Through an approach that focusses more resource on prevention and the wider determinants of health, the strategy describes the 'lifecourse' approach to health and wellbeing in the county.



The 'Lifecourse' West Sussex Joint Health and Wellbeing Vision

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Once submitted, system plans will be aggregated by NHS England, brought together with additional national activity and published as part of a national implementation plan by the end of the year so that we can properly take account of the Government Spending Review decisions on workforce education and training budgets, social care, councils' public health service and NHS capital investment. The national implementation plan will set out initial performance trajectories and programme milestones to deliver Long Term Plan commitments.

Some of the commitments in the NHS LTP Implementation Framework are critical foundations to wider change. All systems must deliver on these foundational commitments for both service transformation and system development in line with nationally defined timetables or trajectories, including the Government's five financial tests.

Systems will also have substantial freedoms to respond to local need, prioritise, and define their pace of delivery for the majority of commitments but will need to plan to meet the end points the Long Term Plan has set.

Plans should prioritise actions that will help improve the quality of, and access to, care for their local populations, with a focus on reducing local health inequalities and unwarranted variation. Ensuring that we back our staff and develop a digitised NHS (and wider public services) will also be at the heart of local plans.

STPs/ICSs are expected to bring together members organisations and wider partners, adopting a common set of principles and leadership behaviours as they develop and deliver plans. In doing this, systems will be expected to ensure that their plans align with the following principles:

- **Clinically-led:** In practice this means that systems will need to identify and support senior clinicians to lead on the development of implementation proposals for all Long Term Plan commitments that have clinical implications and on the totality of their plan.
- **Locally owned:** Build on existing engagement with local communities to ensure they can meaningfully input into the development of local plans. Local government will be key partners to developing system plans and are asked to engage throughout the process. Similarly, the voluntary sector and other local partners, including representatives from the most marginalised communities who often experience the poorest health and greatest inequalities, should be involved. Support for this is available through the NHS Involvement Hub, the national resource pack and the nationally commissioned Healthwatch contract.
- **Realistic workforce planning:** The interim NHS People Plan sets out the national context. Systems should set out realistic workforce assumptions, matched to activity and their financial envelope. Plans should also show the steps to be taken locally to improve retention and recruitment.
- **Financially balanced:** The outline business rules for planning are set out in Chapter 8 of this Implementation Framework, with supporting assumptions and financial allocations set out in Annexes A and B. Systems need to show how they will deliver the commitments in the plans within the resources available. Local plans will need to include the financial recovery plans for individual organisations in deficit against specified deficit recovery trajectories (test 1), with actions to achieve cash releasing

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savings (test 2) including through the reduction of unwarranted variation (test 4) and how they will moderate growth demand (test 3). Plans should set out capital investment priorities for capital budgets being agreed through the forthcoming Spending Review (test 5).

- **Delivery of all commitments in the Long Term Plan and national access standards:** The Long Term Plan was based on an inclusive and thorough process that identified prioritised, costed interventions based on clinical evidence and patient and public views. The Long Term Plan will be implemented comprehensively, with system plans setting out what their contribution to this will be. Plans which will cover the four-year period April 2020 to March 2024 will also need to set out how systems will continue to maintain and improve performance for cancer treatment, mental health and A&E, to the point at which any new standards proposed by the Clinical Review and accepted by Government are implemented. They should also set out how elective care activity will be increased to reduce elective waiting lists and eliminate 52+ week waits.
- **Phased based on local need:** Whilst the Long Term Plan must be delivered in full, this does not mean that all initiatives should be implemented simultaneously everywhere. Beyond the national requirements set out in the LTP Implementation Framework, the scale and pace of local implementation should be based on local need and priorities.
- **Reducing local health inequalities and unwarranted variation:** System plans should set out how they will use their allocated funding to deliver tangible improvements in health outcomes and patient experience and help reduce local health inequalities. System plans should also use available data to understand how their outcomes compare with their peers, identify and reduce unwarranted variation.
- **Focussed on prevention:** System plans must consider not just how to deliver health services but how to prevent ill health.
- **Engaged with Local Authorities:** System plans should expect to be developed in conjunction with Local Authorities and with consideration of the need to integrate with relevant Local Authority services.
- **Driving innovation:** All system plans must consider how to harness innovation locally.

Benefits to our Residents in West Sussex

Integrated working across health and care provides the opportunity to deliver the best possible outcomes for local people and achieve the best use of collective public funding in West Sussex. There is a strong national and international evidence base that demonstrates the value of integrated working in improving patient and client experience and outcomes, alongside delivering better value for money.

By developing a joint West Sussex health and care plan, and having a clear place-based focus in our STP's NHS LTP submission, we will ensure that the priorities for service

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transformation and integration required to deliver a new service model for the 21st century are grounded in the needs of our local population.

Scope

The West Sussex plan will be an integrated health and social care plan, that will be place-based, focussing on the people who live, work and visit the county, across physical and mental health, and health and social care services for children and adults from improving health and prevention through to primary and secondary care. The emphasis will be on the transformation priorities we need to deliver jointly as a health and social care system to meet the future health and care needs of our population.

Governance

We will continue to develop and shape our governance over the Autumn and Winter to enable us to deliver the objectives of our strategy and plan. We will build on the existing collaborative working agreements we have already progressed and learn from our history of joint commissioning to develop a deeper collaborative approach to commissioning and grow further partnership working within our communities to deliver joined-up services for our residents.

In the interim period we will continue to report the progress of our plan to the Health and Wellbeing Board, CCG Governing Bodies and the Sussex Health and Care Partnership Board.

Planning Timeline

Quite deliberately the West Sussex Health and Wellbeing Strategy, complemented by the developing NHS transformation plans, has been developed in the context of the NHS Long-Term Plan. Much of the historic partnership working between the County Council and the CCG has been in preparation for delivering a 21st Century integrated health and care system to achieve the population health outcomes that we want for our residents.

This means our engagement, analysis and ambition is shared through a clear collective vision. The task now is to develop a joint plan that sets out a delivery roadmap for change through collaborative working and integration of services which focus on reducing health inequality and unwarranted variation.

All systems will be expected to agree their plans by mid-November 2019 and publish them shortly thereafter. These strategic plans will form the foundation of service and system change over the next five years. Whilst they will continue to evolve over that period, it is important that systems are transparent about their plans and ambitions.

Peter Kottlar – Managing Director, on behalf of West Sussex CCGs.

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