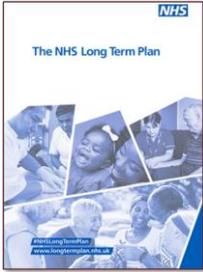


**ICS Development
Briefing for
West Sussex Health and Wellbeing Board**

The journey so far...



Integrated Care Systems (ICSs)

- ICSs are partnerships that bring together providers and commissioners of NHS services across a geographical area with local authorities and other local partners, to collectively plan and integrate care to meet the needs of their population.
- The central aim of ICSs is to integrate care across different organisations and settings, joining up hospital and community-based services, physical and mental health, and health and social care.
- ICSs depend on collaboration and a focus on places and local populations as the driving forces for improvement.
- Despite being effectively mandated in the NHS Long Term Plan, ICSs and STPs are currently voluntary partnerships as they have no basis in legislation and no formal powers or accountabilities.



NHS planning guidance has highlighted two key functions for integrated care systems:

- **co-ordination of system transformation** – this means partners in the ICS working together to agree changes to local health and care services and develop supporting strategies, for example, around the development of digital infrastructure, estates and workforce
- **collective management of system performance** – this means partners in the ICS working together to collectively manage and improve the overall financial and operational performance of all the NHS organisations within the system.

Sussex Health and Care Partnership

- In May 2020, Sussex was granted 'Maturing ICS' Status and was given the name **Sussex Health and Care Partnership**. This is half-way between 'developing' and 'thriving'. Sussex aims to be a **"Thriving ICS" by 2022**
- The Sussex Health and Care Partnership serves a population of 1.7m people and is responsible for £4bn of health and care spending, delivered by over 30,000 staff
- A Sussex-wide executive provides leadership to the ICS, supported by collaboratives for Acute Care, Mental Health and Primary and Community Care
- Three 'places' form the ICS, and each 'place' is co-terminus with upper-tier local government and is overseen by a place-based Health and Care Partnership Executive
- 38 Primary Care Networks are aligned to the ICS



Our Ambition

"We will be a responsive and innovative system working within our resources and in ways that ensure better health and care for the population around the outcomes that matter to them"

Our guiding principles that shape everything we do as we develop

- We are here for our communities, our patients and population, staff and other stakeholders and we will be ambitious for all.
- We will work together to benefit our population and partners, while also supporting the accountabilities of individual organisations.
- We will collectively manage our system and hold ourselves to account to ensure we deliver safe and sustainable health and care that leads to better outcomes for the population.
- We will provide and champion compassionate, collaborative and inclusive multi-professional leadership, ensuring the most appropriate people are involved at the right time.
- We will use our collective resources efficiently and responsibly.
- We will avoid duplication.
- We will work together to understand challenges and use best practice and evidence as the basis for taking action.
- We will make decisions where they will deliver the greatest positive impact to achieve our ambition.

What have we achieved so far

Delivering Health and Care

	2017/18	Latest
Brighton and Sussex University Hospitals NHS Trust	Inadequate	Good
East Sussex Healthcare NHS Trust	Requires improvement	Good
Queen Victoria Hospital NHS Foundation Trust	Good	Good
South East Coast Ambulance NHS Foundation Trust	Inadequate	Good
Sussex Community NHS Foundation Trust	Good	Good
Sussex Partnership NHS Foundation Trust	Good	Good
Western Sussex Hospitals NHS Foundation Trust	Outstanding	Outstanding

- All NHS provider trusts in Sussex rated as “outstanding” or “good” by CQC
- Sussex Partnership, East Sussex Healthcare, Brighton and Sussex University Hospitals, Western Sussex Hospitals, and Queen Victoria Hospital, rated as “outstanding” for caring
- Across emergency and urgent care, our collaborative system-wide work to reduce hospital handover times and improve services for mental health patients have both been rated as “outstanding”

Partnership Working

- Sussex Health and Care Partnership recognised as a mature ICS in April 2020
- Partnership Executive established for the Sussex Health and Care Partnership
- Joint Health and Wellbeing Strategies agreed at place
- 5 year Sussex Strategic Delivery Plan published in January 2020
- Partnership Executives established for Brighton and Hove, East Sussex and West Sussex
- “Vision 2025” approach agreed by SHCP Executive

“Vision 2025” – Our outcomes and goals for Sussex

Our Outcomes	Measured by	Our Goals	
<p>People will live more years in good health</p>	<p>Healthy and disability-free life expectancy at birth and at age 65</p>	<p>Starting well</p> 	<ul style="list-style-type: none"> ✓ Improved mother and baby health and wellbeing, especially for those most in need ✓ Children growing in a safe & healthy home environment with supporting and nurturing parents and carers ✓ Healthy lifestyles and resilience will be promoted, including in school and other education settings ✓ Good mental health for all children ✓ Children and young people leaving care are health and independent
<p>The gap in healthy life expectancy between people living in the most and least disadvantaged communities of Sussex will be reduced</p>	<p>Inequality in healthy life expectancy at birth</p>	<p>Living well</p> 	<ul style="list-style-type: none"> ✓ Individuals, families, friends and communities are connected ✓ People have access to good quality homes providing a secure place to thrive and promote good health, wellbeing and independent living ✓ People have the knowledge, skills and confidence to self-manage, and to protect their own health ✓ People live, work and play in environments that promote health and wellbeing
<p>People’s experience of using services will be better.</p>	<p>Access to health and care, quality of care, and experience of health and care</p>	<p>Ageing well</p> 	<ul style="list-style-type: none"> ✓ Fewer older people feel lonely or socially isolated ✓ There is a reduction in number of older people having falls ✓ Older adults stay healthier, and happier ✓ More people are helped to live independently in the community by services that connect them with their communities. ✓ People receive good quality end of life care and have a good death
<p>The cost of care will have been made affordable and sustainable</p>	<p>Cost per capita of health and care</p>	<p>Better care</p> 	<ul style="list-style-type: none"> ✓ Improved mental health and wellbeing and easier access to responsive mental health services ✓ Access to urgent care for those who need it is quick and effective ✓ Services are responsive and flexible and supported by effective use of technology ✓ Our specialist services are harnessing the potential of breakthroughs in medical science and the use of data

Partnership Working in West Sussex

West Sussex Health and
Care Partnership

- Improve quality of services and health outcomes
- Reduce health inequality across the full life-span
- Deliver an affordable and sustainable health economy for West Sussex



Our ongoing
partnership
activities

Strategy & Planning

- Joint Health & Wellbeing Strategy
- AHLT Delivery Plan
- West Sussex Joint LTP Delivery Plan
- West Sussex Joint Prevention Strategy
- Health in Housing MOU
- Joint Winter Planning

Commissioning

- £321m already jointly invested (excluding Covid)
- Discussions around joint commissioning of hospital discharge, Integrated mental Health etc.
- Building on our agreed model of co-production

Delivery

- Community Response & Reablement programme
- Integrated mental health services
- Integrated urgent healthcare
- Care Homes Support

Working together across Sussex

What next for West Sussex partners?

1

Complete agreement of priority performance goals for West Sussex (aligned to Joint HWB Strategy) as a place through Chief Officer Workshop – Oct. 20

2

Agree System Performance and Improvement arrangements with SHCP Executive – Oct. 20

3

Development of formalised system financial management regime – Oct. 2020 (initial)

4

Place Partnership Development Plan (including leadership arrangements) to be agreed by Place Partnership Executive – Nov. 20

5

Establishment of Health-in-Housing MOU – Nov. 20

BAME Communities engagement programme – Nov. 20

Place Joint Delivery Plan (including population health approach, development of PCNs & establishment of neighbourhoods model) to be agreed by Place Partnership Executive – Dec. 20

Deliver single system 2 year operating plan – Feb. 20

Place MoU/MoA giving formal commitment to delivery of prioritised programmes of work – Mar. 21

West Sussex Financial Recovery Plan (incorporating CRESH FRP) – Mar. 21

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Further Resources

Sussex Health and Care Partnership Website:

<https://www.seshealthandcare.org.uk/>

Sussex and West Sussex Strategic Response to the NHS Long Term Plan:

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

NHS England Resource Page on Integrated Care Systems:

<https://www.england.nhs.uk/integratedcare/integrated-care-systems/>

NHS Resource on the Long Term Plan:

<https://www.longtermplan.nhs.uk/>