
Report to West Sussex Health and Wellbeing Board

02 November 2023

Update on Delivery of the Sussex Shared Delivery Plan

Report by Chris Clark, Assistant Director Health Integration

Summary

This paper provides the West Sussex Health and Wellbeing Board with an update on the approach, change commitments, progress, and key challenges to system development to support the successful delivery of the *Improving Lives Together* Shared Delivery Plan. This update follows the report provided to the Board in April 2023.

Recommendation to the Board

The Health and Wellbeing Board is asked to:

- (1) Note the update on the commitments and progress with delivery in the *Improving Lives Together* shared delivery plan.
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Relevance to Joint Health and Wellbeing Strategy

The priorities set out in our Sussex Health and Care Partnership Integrated Care Strategy, *Improving Lives Together*, and the Shared Delivery Plan, aim to improve health outcomes and reduce health inequalities within the entire population of West Sussex.

1 Background and context

- 1.1 The priorities set out in our Sussex Health and Care Partnership Integrated Care Strategy, *Improving Lives Together*, and the Shared Delivery Plan, are informed directly by the objectives and population health needs set out in the Joint Health and Wellbeing Strategy.
- 1.2 The Board agreed to receive periodic update reports on the progress with delivery of the plan.

2 Proposal details

- 2.1 The enclosed report provides an update from the Integrated Care Strategy (ICS) on progress with the delivery of the Shared Delivery Plan. The Board is asked to note the report.

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Background papers

- Sussex Integrated Care Strategy: www.sussex.ics.nhs.uk/wp-content/uploads/sites/9/2023/01/0438-NHS-Sussex-VF4-4.pdf
- Shared Delivery Plan: www.sussex.ics.nhs.uk/wp-content/uploads/sites/9/2023/07/Our-Plan-for-our-Population-a-summary-of-our-Shared-Delivery-Plan-1.pdf

Shared Delivery Plan Progress

What progress is being made on the SDP and how are the challenges to achieve system-wide change being addressed?

Introduction/ Background

- 1 Our Shared Delivery Plan (SDP) (which can be found at: www.sussex.ics.nhs.uk/wp-content/uploads/sites/9/2023/07/Our-Plan-for-our-Population-a-summary-of-our-Shared-Delivery-Plan-1.pdf), published in July 2023, sets out how we will deliver the commitments made in our integrated care strategy Improving Lives Together (which can be found at: www.sussex.ics.nhs.uk/wp-content/uploads/sites/9/2023/01/0438-NHS-Sussex-VF4-4.pdf). To enable the most effective delivery of our ambition, it has been agreed that organisations will work together across four different levels:

System level	NHS provider level	Place level	Local community level
Across the whole of Sussex through our existing Sussex Health and Care Assembly and NHS Sussex	Across NHS organisations through a Provider Collaborative made up of NHS providers working together in a joined-up way	Across the footprints of our three local authorities through our established Health and Care Partnerships across Brighton and Hove, East Sussex, and West Sussex	To support the development of the Integrated Community Teams

- 2 As set out in the SDP, the System Oversight Board (SOB) has continued to provide oversight and assurance for delivery of the plan and has taken forward plans to maximise the power of partnerships and ensure that organisations responsible for health and care work together in the best possible way for local people.
- 3 This paper sets out the progress made to date with respect to governance and delivery of the SDP, changes to the way we work across our system, key challenges and commitments required to achieve this.

Update on Progress

The Shared Delivery Plan

- 4 Implementation of the governance described in our SDP has been completed as planned. This includes system Chief Executive Officer and clinical leadership for each of the eleven Delivery Boards.
- 5 The SOB receives a monthly reporting dashboard detailing progress of the deliverables set out in the SDP across the eleven Delivery Boards and any associated escalations or leadership actions required to ensure successful delivery.
- 6 An SDP Outcomes Framework is in the final stages of development. This will map population health outcomes to each of the respective Delivery Boards to provide

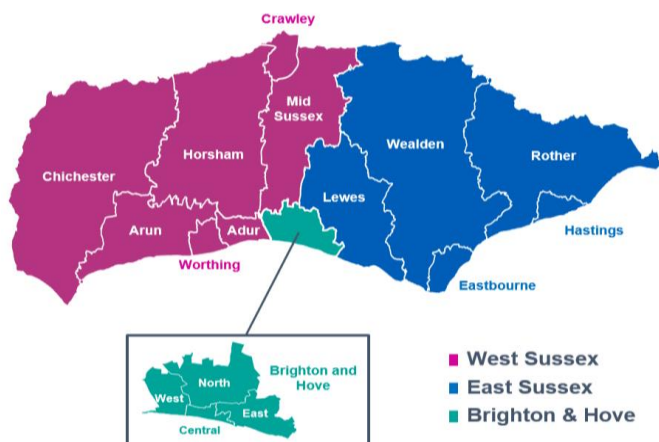
the SOB with an overview of how progress in implementing the SDP is delivering health improvements for the Sussex population.

The System Development Change Programme

- 7 System partners have come together in a series of structured workshops and through meetings of the SOB, to agree a set of commitments and actions to implement new ways of working across the four different levels.
- 8 The focus has been on the development of a Provider Collaborative, the infrastructure at Place and associated leadership model and the infrastructure at Integrated Community Team (ICT) level.
- 9 In parallel, the NHS Sussex Target Operating Model (TOM) is now in its design phase in line with the national requirement for Integrated Care Boards to make a reduction of 30% of running costs, from 2024/25.
- 10 A single System Change programme, utilising a blended team of resources, has been established to oversee the necessary development work and ensure alignment across all areas, with oversight of delivery through the SOB and NHS Sussex Executive Committee.

Local Community Level

- 11 At local community level, we will develop teams of professionals working across different organisations who focus on locally led delivery of health and care and improvement of services for local communities. Key functions for our ICTs include:
 - Making change based on data and evidence for their communities.
 - Tackling health inequalities.
 - Integrating health and care services at local level and enabling a seamless experience.
 - Creating appropriate models of care for communities to deliver agreed outcomes.
- 12 We have agreed our ICT geographical footprints, coterminous with our District and Borough Council footprints. Next steps are to create Population Health profiles for each of the 16 ICTs and to develop the 'core offer' for each.



Place Level

- 13 At Place level, we will strengthen and develop our place-based partnerships who will be responsible for identifying and resolving place challenges and delivering integrated services. Key functions of Place will be to:
 - Drive health improvement at a local level.
 - Oversee the development of ICTs.
- 14 We have agreed that we will use Place to test proof of concept of delegation over time, designing a clear maturity framework to facilitate this. We will use the learning from our Integrated Community Frontrunner programmes across our three Places, to inform this.

Provider Collaborative

- 15 At NHS provider level we will develop a provider collaborative that is responsible for system-wide delivery of change and improvement initiatives and multi-provider levels, to achieve economies of scale and joined-up working.
- 16 We have agreed to develop a shared vision and purpose for a single pan-Sussex provider collaborative which includes an agreed consensus scope and scale and a focus on an agreed set of priorities.

System Level

- 17 Over the next five years, NHS Sussex will continue to discharge its statutory responsibilities, lead design and improvement of the health and care system and drive collaboration and integration. Its future role will focus on strategy, system oversight and system assurance.
- 18 We have agreed a TOM for NHS Sussex that reflects this purpose and sets out how we will work differently in future as an organisation and system.
- 19 Next steps are to complete the design of our new organisational functions, co-developed with our workforce and informed by and aligned with the developments across ICTs, Place, and the Provider Collaborative.
- 20 The Sussex Health and Care Assembly will continue to exercise its core purpose to agree strategic direction and facilitate joint action across a broad alliance of organisations.

Challenges and Commitments

- 21 Implementing new ways of working across all levels of the Sussex Health and Care system is necessary to ensure successful delivery of the ambition set out in Improving Lives Together and our SDP. All levels of the system will need to change to deliver to their core purpose as set out here.
- 22 Bringing these change activities together under a single programme structure will ensure consistency of leadership and partner engagement, best use of resources and alignment of purpose and outcomes.
- 23 To enact the change programme requires significant commitment of all partners in terms of leadership, culture, and organisational development. Our whole Sussex workforce will require support and training including how to maximise the use of digital technology and data. We also need to strengthen our clinical leadership at

every level within the system.

- 24 It is recognised that there are planning and resource considerations to consider in implementing this change programme at a time when there are significant prevailing challenges for the system in terms of finance, workforce capacity, the impact of winter and ongoing industrial action.
- 25 Change and organisational development support and expertise will be required across all levels to progress this work, from a blended pool of system partner resources supplemented by external consultancy support to assist with the changes required to adapt to new ways of working and to apply learning from best practice.
- 26 The Sussex Health and Care Assembly will continue to provide strategic oversight and facilitation of joint working across organisations.

Implications

Financial implications: It has been agreed that the Sussex Health and Care system will live within its financial allocation and will plan care and services that fit within the financial envelope. A process is being finalised to ensure that maximum value is achieved for the Sussex Health and Care system from the financial resources available and that resources are used efficiently and effectively to deliver the core priorities.

Legal implications: The Department for Health and Social Care has published guidance for Integrated Care Boards to develop five-year plans in partnership with other organisations, providing a flexible framework which builds on existing system and place strategies and plans.

Other compliance: The Sussex SDP responds to the NHS Operating Planning Guidance for 2023/24. Chief Executive Officer Senior Responsible Officers have been allocated to each of the priority areas to ensure that plans are sufficiently robust and provide assurance that the Sussex Health and Care system can deliver the requirements of the planning guidance.

Risks: A full risk and issues log will be developed as part of the programme and actively managed through a core planning process.

Quality and Safety implications: A full risk and issues log will be developed as part of the programme and actively managed through a core planning process.

Equality, diversity, and health inequalities: A full Equality, diversity, and health inequalities impact assessment has been undertaken against each of the priority areas identified in the SDP. Accountability is overseen through the governance framework.

Patient and public engagement: In addition to the extensive engagement already drawn upon in the development of the Integrated Care Strategy, an Engagement Planning Oversight Group has been established to ensure that insight from people and communities is appropriately and satisfactorily represented in the SDP.

Health and wellbeing implications: In line with national guidance, the SDP reflects the Joint Health and Wellbeing Strategies and their respective plans for each of the three places in Sussex, (Brighton and Hove, East Sussex, and West Sussex).