

## Core Narrative – Our Sussex Health and Care Plan

Our Sussex Health and Care Plan will help **improve lives, extend lives and save lives** by keeping people **healthier for longer** and giving our local **populations the right care, in the right place at the right time**.

The plan represents our response to the local health and care needs of our populations and the national ambitions and expectations set out of the NHS Long Term Plan.

The plan includes commitments to change how our health and care organisations work together, transform patient pathways, address our financial deficit, address our workforce gap and deliver the significant number of initiatives included within the Long Term Plan.

### Our ambition

The Plan has key ambitions that will help improve lives, extend lives and save lives:

- We want to create a health and care system that better meets the health and wellbeing needs of our populations.
- We want to create new ways of working that focus on helping people stay healthy for longer and give them greater support to manage their own health when they do become ill.
- We want to support all aspects of people's lives that contribute to their health and wellbeing.
- We want to develop teams from across organisations that work together to give greater joined-up care that is right for the individual.
- We want to have a system that better involves and supports the 1.6m people who live across Sussex and the 30,000 staff who work within our health and care organisations.

### Building on what we have already achieved

The Sussex Health and Care Plan is a **continuation of the work that has already taken place** over the last few years to improve and join-up health and care services.

Partners from across NHS organisations, local authorities, the community and voluntary sector and patient groups have already been working hard collectively on the development and delivery of local 'transformation plans' across local areas. These plans have been called different things in different places but the aim has been the same for each – creating greater joined-up and responsive care to better meet the changing needs of our populations.

These plans have been discussed many times over the last few years in public forums, including Health and Wellbeing Boards and CCG Governing Body meetings.

We have made significant progress across our health and care system over the last few years.

- We have hospitals that have been rated outstanding by the Care Quality Commission and others who have been rated outstanding for care.
- Our performance against the A&E four-hour target across the system is one of the best in the country.
- A total of 95% of GP practices are rated good or outstanding.
- We have collectively delivered the most significant improvements in financial position nationally since 2017.
- We have secured new £8m funding to further improve mental health services, including crisis care, psychological therapy and suicide prevention.

The Sussex Health and Care Plan aims to build on the good work that has already taken place and is an opportunity to make further progress for our populations

## Addressing our challenges

The Sussex Health and Care Plan represents the collective response across our health and care partners to the challenges we all face.

People are now living longer thanks largely to advances and improvements in health and care. This is positive for us all, but many people are not in good health as they get older and some spend years needing constant treatment and care. This means **more people are using health and care services more often**. The problem is we only have a limited number of beds, staff and resources available to meet this growing demand. Additionally, some services work differently to one another, do not work in a joined up way, and use outdated technology and buildings that are not fit for modern day health and care.

As a result, we face challenges around the **growing demand for health and care which mean services are often under extreme pressure**, causing some people having to wait longer than they would want to get the care they need.

**We also face a financial challenge**, with the current projected deficit for NHS providers in our Partnership being £74.4m (2.7% of total commissioner spend) for 2019/20.

In addition, if we do not do more to recruit and retain staff, **we will face a potential workforce gap of 11.2%** overall in 2023/24, representing 3,920 WTEs.

## Different way of working

For us to meet our ambitions and address our challenges, we need to change how we are currently working.

We need to strengthen existing relationships between primary, acute, community and mental health services, and reinforce relationships with Local Authorities, including district and borough councils, and the voluntary and community sector.

From July 2019, we began to develop **Primary Care Networks (PCNs)**, which are GP practices that work together across a neighbourhood of around 50,000 people. We have 38 PCNs across Sussex and each will bring together GPs, local community services, mental health, social care, pharmacy and voluntary sector teams, to collaborate to provide integrated local health and care for patients and the population.

We will develop **Integrated Care Partnerships (ICPs)** which will be an alliance of health and care organisations working together to plan and provide services for their populations in a consistent and joined-up way.

The joined-up approach across PCNs and ICPs will work as part of **an Integrated Care System (ICS) across Sussex which will allow all organisations to work together** to ensure all our populations have consistent high quality and joined-up care.

### Meeting our local population health and care needs

The Sussex Health and Care Plan is built on clinical evidence provided in our **Population Health Check**. This document was published in January 2019 by local doctors, specialists and professionals from across our region and represents a diagnosis of the current health of our population and the areas we need to improve.

They used data and information provided in the local **Joint Strategic Needs Assessments** of West Sussex, East Sussex and Brighton and Hove, produced by the local Public Health teams.

They found that 75% of deaths and disabilities across our local area are caused by five conditions – cancer, circulation and respiratory disease, diabetes, bone and joint conditions, and mental health conditions – and these cause the biggest impact on services. They also highlighted the need for greater focus on prevention and change of unhealthy behaviours such as smoking and alcohol.

The Sussex Health and Care Plan sets the strategic direction of how we want to work in the future across Sussex. It will be delivered through **three local place-based plans for West Sussex, East Sussex and Brighton and Hove**.

**The local plans build on the collaborative working and local transformation plans that are already in place** and are linked to the local Joint Strategic Needs Assessment and the Health and Wellbeing Strategy.

### Meeting our national expectations

The NHS Long Term Plan was published in January 2019 and set out the national expectations for the NHS over the next five to ten years. **The plan outlined a significant number of expectations** and systems across the country were asked to articulate by November 2019 how they were going to respond.

The NHS Long Term Plan sets out a new way of working for health and care that focuses on population health, greater joined-up care and greater integration of services across organisations. Key to the delivery of the Long Term Plan is the development of Integrated Care Systems (ICS) across the country by 2021 which represent a collaborative way of working between different organisations across systems.

### Involving our partners and public

The Sussex Health and Care Plan has been developed with the involvement and input of partners, clinicians, specialists, health and care professionals, staff, and our public. It has been led by our Clinical and Professional Cabinet, which is made up of local doctors, clinicians and professionals from across Sussex.

The plan represents a collective effort across our partners and is currently being formally agreed through all statutory organisations.

We carried out a significant amount of public engagement since February 2019 to inform the plan, with around 1,500 conversations taking place across Sussex. This was done through a combination of engagement events, focus groups and online surveys. This included members of the public, patients, carers, people experiencing mental health problems, physical and sensory disabilities, people from diverse ethnic backgrounds, former members of the UK Armed Forces.

We submitted a first draft of the plan to NHS England on 27 September 2019 and asked Partner Strategy Directors, Managing Directors, Directors of Public Health and Directors of Adult Health and Social Care across the system to share it within their constituent organisations for engagement, review and feedback.

We have received a significant amount of feedback, which has been logged and addressed wherever possible and appropriate.

We are now required to submit a final submission to NHS England Regional team by 1 November 2019, before a final submission on 15 November. We will be making the first draft of the plan publically available for comment from 28 October before it is finalised.

## Benefits to patients and staff

The core purpose of the Sussex Health and Care Plan is to bring real benefits to the lives of our populations. These include:

- Improved, equitable access to high quality, safe and joined-up care (e.g. through patient access routes such as NHS111-Clinical Assessment Service).
- Greater access to health and care professionals with the most appropriate skills for people's specific needs.
- Health and care tailored in a more personalised way at home, or as close to home as possible.
- People will be better supported to improve their own health and wellbeing.
- Better availability of non-clinical solutions that will keep people healthier for longer.
- Easier interactions with health and care services through technology.
- Greater joined-up support for people with multiple health conditions.
- Better support to people in care homes to ensure safe and high quality care

The plan aims to better support professionals to be able to work efficiently and effectively for our populations. This includes:

- Collaborative working with health and care colleagues that creates opportunities for learning, uptake of innovation and for providing more seamless care
- Principles of inclusion, integrity and empowerment will be central to all activity.
- Participation within a resourced workforce, which contains a diverse skill mix and is sustained through effective succession planning.
- Standardised systems, processes and approaches across the local area that help with delivering more consistent care.
- Opportunities to co-design pathways and delivery of local services at scale.
- Safe and positive environments will allow all professionals the freedom to speak up and to be heard.