

Improving Lives Together - Ambition to Reality: Our Sussex Shared Delivery Plan (SDP)

1. Introduction

1.1. Overview and key points

Following system governance processes and endorsement at the NHS Sussex Integrated Care Board (29 March), the first draft of the Sussex Shared Delivery Plan (SDP) was published on the NHS Sussex website and provided to NHS England on 31 March 2023 for informal review. The final submission date is 30 June 2023.

- 1.2. The SDP will be delivered as a single plan that incorporates the priority areas of the NHS Operating Plan requirements for 2023/24, (which was submitted to NHS England 30 March) and the delivery plan for the five-year Sussex Health and Care Improving Lives Together Strategy.

2. Shared Delivery Plan - Development process

- 2.1. A core programme team within NHS Sussex has managed and coordinated the process of drawing the plan together. The Senior Responsible Officer for this work is the Integrated Care Board Chief Transformation, Innovation and Digital Officer (CTIDO).

- 2.2. The programme has utilised existing operational planning infrastructure to bring together the 2023/24 Operating Plan elements and where necessary, additional working groups have been set up to drive strategic priority content including:

- Building integrated community teams and local partnerships
- Growing and supporting our Sussex health and care workforce
- Improving the use of digital technology and information.

- 2.3. Following endorsement of the changes to year 1, and year 2- 5 deliverables at the System Leadership Forum Meeting (13 April) and opportunity for further review by the System Oversight Board, (previously Senior Leadership Forum) 11 May, further development of the narrative has been undertaken to reflect the request to strengthen the content on Place, Children and Young People, Primary Care, Carers, Safeguarding, Housing, and feedback received from the Joint Health and Wellbeing Boards, e.g. on prevention.

- 2.4. The iterated version was circulated in advance, and then endorsed by

system partners at the Sussex Health and Care Partnership Leaders Check-in meeting 25 May, for onward journey through the respective formal NHS and LA governance routes.

- 2.5. The system endorsed version, can be found in Appendix 1. It continues to emphasise the detail in the strategic priorities and represents previous endorsements of the first draft SDP, which highlights the strategic response to the Integrated Health and Care Strategy, Improving Lives Together whilst also reflecting local stakeholder feedback. For the key operational priorities, (which are fully detailed in the NHS Operating Plan for 23/24) emphasis is given in the SDP narrative on how these will help to enable longer term improvements in operational areas.
- 2.6. Every effort has been made to include stakeholder feedback, and requests for very detailed content in relation to Key Performance Indicators (KPIs) and target dates. The latter will fall within the work plans and accountability of the respective Delivery Boards with progress reported through to the System Oversight Board, as per the agreed governance process.
- 2.7. Senior Responsible Officers and respective Integrated Care Board Chief Officer leads have worked collaboratively on achieving the final SDP. Engagement with Local Authority leads continues to be proactive.
- 2.8. A summary sheet can be provided upon request which gives a view of all SDP deliverables as a roadmap for delivery improvement which aligns with the Sussex Integrated Health and Care Strategy, Improving Lives Together and immediate improvement priorities contained within the NHS Sussex Operating Plan for 2023/24.
- 2.9.

3. Implications

- 3.1. **Financial implications:** As a system, it has been agreed that Sussex will live within its financial allocation and will plan care and services that fit within the financial envelope. It is recognised across the Sussex system that there is greater need to start closing our productivity gap to deliver the operational priorities and a breakeven financial position for 2023/24. An Investment Prioritisation and Decision-Making Framework is being finalised to ensure that maximum value is achieved for Sussex from the financial resources available and that resources are used efficiently and effectively to deliver the core priorities. The framework is built around the four core purposes of an Integrated Care System.
- 3.2. **Legal implications:** The Department for Health and Social Care have 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.

NHS Sussex is legally required to prepare a first draft of the Shared Delivery Plan by the start of the 2023/24 financial year (1st April 2023). However, for this first year NHS England has stated the final date for publishing and sharing the plan is 30 June 2023, allowing the process of engagement with the Sussex Health and Care Assembly and Health and Wellbeing Boards, for example.

- 3.3. **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 system can deliver the requirements of the planning guidance.
- 3.4. **Risks:** A full risk and issues log has been developed as part of the programme. Risks are actively managed with associated mitigations on a weekly basis through a core planning process. No exceptions or escalations have been raised as part of this report although areas of consideration include the following:
 - 3.4.1. Cost pressures across the system continue to be raised as a challenge for year 1 milestones and complexity in planning for years 2-5 due to unpredictable external factors such as government policy and financial operating model for future years.
 - 3.4.2. Rapid timeline of fully constituted and operational delivery boards (30 June).
 - 3.4.3. Timescales for all 3 Place-based Local Authority inputs and approvals of the SDP before 30 June.
- 3.5. **Quality and Safety implications:** As agreed as part of the Integrated Care Strategy process for developing Improving Lives Together, a full Quality Impact Assessment will be undertaken against each of the priority areas identified in the SDP. Accountability will be overseen through the newly proposed governance framework and respective Delivery Boards.
- 3.6. **Equality, diversity, and health inequalities:** As agreed as part of the Integrated Care Strategy process for developing Improving Lives Together, a full Equality, diversity, and health inequalities impact assessment will be undertaken against each of the priority areas identified in the SDP. Accountability will be overseen through the newly proposed governance framework and respective Delivery Boards.
- 3.7. **Patient and public engagement:** National guidance made clear that in the development of the SDP, existing patient, public and workforce insight and feedback should be drawn upon to inform development of the plan. As part of

the development of the Sussex Integrated Care Strategy, Improving Lives Together, our engagement approach successfully delivered direct feedback from 18,000 people, face to face and virtual workshops with 420 people, 500 interviews and direct feedback through partners, 1440 survey responses on our ambition priorities, 800 individual conversations in public engagement events and online communication that has reached more than 200,000 people.

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 plan. The Group will also ensure that there is an ongoing commitment to, and arrangements for, engagement with people and communities. The membership of that group includes NHS Sussex, Community Ambassadors, Healthwatch's in Sussex, Voluntary Community Sector Alliance Members and Voluntary and Community Sector representatives of inclusion groups with a focus on health inequality, and a Young Person Ambassador.

- 3.8. **Health and wellbeing implications:** In line with national guidance, the SDP reflects the Health and Wellbeing Strategies and their respective plans for each of the three Places in Sussex, (Brighton & Hove, East Sussex, and West Sussex). The iterative development of the plan will take into consideration the individual feedback from each of the Local Authority Health and Wellbeing Boards prior to final publication.

4. Governance and accountability

- 4.1. Proposed governance arrangements for delivery of the SDP from 2023/24 are included in the accompanying SDP in Appendix 1 and have been designed to make best use of resources and concentrate collective effort on key priorities which will make the biggest difference to people working and living in Sussex.
- 4.2. A System Oversight Board, (SOB) constituted of Chief Executive Officers of all Sussex Statutory partners and including Local Authorities and Directors of Adult and Childrens' Services, replaced the existing System Leadership Forum in May 2023.
- 4.3. The core function of the System Oversight Board (SOB) is to oversee the delivery of the Shared Delivery Plan and provide leadership with regards to strategy and resolution of system risk.
- 4.4. SOB will report into the NHS Sussex Executive Committee and onwards to the NHS Sussex Board. SOB members will be required to report back from SOB through to their respective organisational boards and leadership forums to ensure system alignment.
- 4.5. A Strategic Outcomes Framework and Balanced Scorecard will be

developed to provide SOB with system-level oversight in terms of delivery assurance and achievement of outcomes. These will be built up through the respective delivery boards.

4.6. **Delivery Boards**

- 4.6.1. 11 Delivery Boards have been established to reflect delivery of the key priorities in the Shared Delivery Plan. They will be fully constituted and operational by 30 June 2023.
- 4.6.2. Each Delivery Board will be Chaired by a system CEO, have a lead Senior Responsible Officer, (SRO) Chief Officer from NHS Sussex, and have clinical representation. The Boards will be appropriately resourced with a Programme Director lead and through the course of the Board's work, agree detailed workplans to underpin delivery of agreed milestones and outcomes as set out in the Shared Delivery Plan.
- 4.6.3. Delivery Boards will report monthly to SOB, supported by central programme management and business intelligence analytics resource, to ensure a consistent system approach to reporting, benefits and outcomes tracking, programme, and transformation approach.

5. Next Steps

- 5.1. Following endorsement by system partners of the final draft SDP at the Sussex Health and Care Partnership Leaders Check-in 25 May, the final draft was presented through formal governance of the NHS Executive Committee for endorsement and signoff. Thereafter, it is being presented through Local Authority governance routes, in line with mandated timelines, to enable submission to NHSE before 30 June.
- 5.2. As part of the editorial process to achieve a high-quality, publishable product, small non-material refinements may be made, and a communications package will be developed to include a summary version, easy read, and animation of the full document.
- 5.3. A third system strategy development workshop to develop system form in alignment with SDP ambitions, will be scheduled for July 2023.
- 5.4. Presentation to Health and Wellbeing Boards (West Sussex 27th April, Brighton and Hove 19 June, East Sussex 27 June, West Sussex Cabinet Meeting 20 May).
- 5.5. All new SDP delivery boards fully constituted and operational by 30 June.
- 5.6. Final Submission to NHS England 30 June 2023 and NHS Sussex Board 5 July.
- 5.7. Final SDP will be formally launched alongside the NHS Anniversaries

celebrations and communications campaign.

6. Conclusion

- 6.1. Strong partnership working and proactive collaboration has achieved a final Sussex Shared Delivery Plan. In creating a 2-5 year forward look, aligned to the Improving Lives Together strategy, ambitious yet realistic deliverables have been developed in partnership. The birds eye view diagram of the collective deliverables, years 1- 5, also presents a cohesive improvement journey across both the immediate and longer-term improvement areas which will make a positive difference to the people working and living in Sussex.