

## **Report to Cabinet**

**20 June 2023**

### **The Sussex Shared Delivery Plan: Improving Lives Together**

**Report by Chris Clark, Assistant Director (Health Integration)**

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#### **1. Summary**

- 1.1 Following support given by the West Sussex Health and Wellbeing Board, and approval with comments from West Sussex County Council's (WSCC) Cabinet, the Sussex Health and Care Assembly published its five-year Integrated Care Strategy '*Improving Lives Together*' in December 2022. Led by NHS Sussex, partnership work has since been undertaken to develop a draft plan to deliver the objectives of the NHS Operating Plan and the Integrated Care Strategy - the Sussex 'Shared Delivery Plan' (SDP).
- 1.2 The SDP includes detailed milestones and objectives to be delivered in year 1 (2023-24) and longer-term objectives for years 2-5 which will include improvement indicators and what residents should expect to experience differently. The development of a clear delivery plan with improvement measures and milestones was a key caveat to support and approval being given to the Integrated Care Strategy by the West Sussex Health and Wellbeing Board, and the Council's Cabinet.

#### **2. Overview of the Sussex Shared Delivery Plan**

- 2.1 The structure of the shared delivery plan is split into 4 sections which aim to address both the short-term and long-term transformation objectives of the Sussex Health and Care Partnership. Delivery areas 1-3 focus on *Immediate*, *Long-term* and *Continuous* system improvement priorities, and delivery area 4 has a deliberate focus on place.



- 2.2 Section 1 describes the journey of how this plan has been developed from the agreed Integrated Care Strategy, including the national and local drivers as well as the model of engagement. Sections 2-4 of the SDP now aim to clearly set out the year 1 priorities and the years-2-5 long-term objectives of each of the Delivery Areas. Milestones and key objectives are set out in tables, and there is a specific section for each which aims to describe the impact that residents should benefit from.
- 2.3 Section 5 of the Plan is a dedicated section to Places, where West Sussex, along with East Sussex and Brighton and Hove, demonstrates where the Joint Health and Wellbeing Strategy provides an additional local focus to delivering the SDP at Place, with shared place-based priorities for transformation.

### 3. West Sussex Place Shared Priorities

- 3.1 The agreed shared transformation priorities of the West Sussex Health and Care Partnership are:
1. **Crawley Programme** – we will address health inequalities and improve health and care outcomes by tailoring health services and integrated community-lead support models in Crawley to meet the needs of the population with a focus on the most disadvantaged communities.
  2. **Bognor Diagnostic Academic Centre** – we will, in partnership with Chichester University, improve diagnostic access and develop education and training to support meeting the population health need, diagnostic needs and workforce needs.
  3. **Stroke Services and Cardiovascular Disease Prevention** – we will improve stroke services and the prevention offer in Coastal West Sussex to fully meet national standards and deliver improved outcomes.
  4. **Adults and Older People: Integrated Intermediate Care** - we want to help people 'live the life they want to lead', by remaining independent for as long as possible and maintaining a high quality of life.
  5. **Hospital Discharge** – we will develop our integrated health and social care hospital discharge model to ensure people who no longer need inpatient

care can go home or in a community setting (such as a care home) to continue recovery.

6. **Children and Young People Emotional Health and Well Being** - we will improve the support and interventions for children and young people (CYP) with autism and or mental health issues.
7. **Learning Disabilities, Mental Health and Neurodevelopmental Needs** - we will provide greater focus and support for those with a learning disability, mental health and neurodevelopmental needs, by reforming our children's and young people's neurodevelopmental diagnosis and care pathway, including social support. We are also reviewing how we commission services for people with learning disabilities or mental illness jointly between local government and the NHS to enable delivery of the outcomes and objectives we have set out in our Adult Social Care Strategy '*Living the Life you want to Lead*'.

3.2 The year 1 and the years 2-5 milestones and deliverables against each of these priorities are now set out in the tables under the West Sussex section of the SDP.

#### **4. Updates to the Final Draft of the Shared Delivery Plan**

- 4.1 A draft SDP was presented to the NHS Sussex Integrated Care Board (ICB) on 29 March 2023 and published online for feedback. NHS Sussex presented this draft, along with the additional material from the Place-based health and care plan to the West Sussex Health and Wellbeing Board on 27 April 2023. Feedback from members of the HWB was collated and submitted to NHS Sussex for consideration in the final version of the SDP. A copy of the collated feedback can be found in **Appendix B**.
- 4.2 The totality of the contributions has been edited into a framework previously agreed with Sussex health and care system partners and which has also been desk-top reviewed against NHS England mandated requirements. This final draft plan takes account of feedback from key stakeholders, including from the West Sussex Health and Wellbeing Board to enhance place-based section, including broader coverage of the Health and Wellbeing Board Strategies.
- 4.3 Material changes to the SDP following feedback from West Sussex are as follows:
  - Year 2- 5 deliverables endorsed by the System Leadership Forum on 13 April and have been added.
  - The introduction has been strengthened, including a descriptor about the link and inter-relationship with the NHS 2023/24 operational plan.
  - Some sections have been re-ordered and strengthened to improve narrative and flow, based on stakeholder feedback.
  - A section has been added to explain how each delivery area will collectively contribute to the totality of the ambition.
  - Narrative has been added for the mental health, learning disability and autism workstreams, emphasising the unique aspects of these and including the addition of benefit to local people.
  - A section on capital has been added to the finance and productivity workstream, and a benefit descriptor to local people included.

- A governance and leadership section has been added, to reflect the most current partnership conversations on governance and system form, including statement on requirement to develop an underpinning financial strategy and delivery plan.
  - Health inequality deliverables edited to improve narrative and readability.
  - Maternity and neonatal narrative, and reference to Foundations for Our Future, Children and Young Peoples' Emotional Health and Wellbeing strategy have been added.
  - Narrative added to Primary Care around patient satisfaction, virtual appointments, social prescribing, and vaccinations.
  - Strengthening of the link between the Health Inequalities workstream and Joint Health and Wellbeing Board Strategies.
  - Narrative regarding **role of Place** updated to reflect the importance of leadership at place.
  - Addition of milestone to Primary Care section regarding NHS App (per national plan)
  - Removal of children and young people from 'Other areas of focus' and now referenced from start, and throughout document including reference to the CYP Board.
  - More explicit reference to of role of carers.
  - There is now a specific reference to the critical role of housing.
- 4.4 The updated draft of the SDP has now been published by NHS Sussex and can be found in **Appendix A**. This version has now gone through final amendments and it is intended to be presented at the public Board Meeting of NHS Sussex on 5<sup>th</sup> July for sign-off. The plan will then be published and will enter a delivery and monitoring phase. The plan will be reviewed and refreshed on an annual basis, which will include place-based working.
- 4.5 In advance of the NHS Sussex Board Meeting on 5<sup>th</sup> July, the final draft of the SDP is being presented to West Sussex County Council to consider if the final version is satisfactory for the Council to agree to support the plan.

## **5. Assurance of Delivery**

- 5.1 This is an ambitious plan with many improvement commitments made for both the short term and the longer term. The Integrated Care System has described a new programme delivery structure across Sussex that will be responsible for the delivery of much of the transformative change. However, it will be important to maintain visibility and assurance at Place to monitor the impact these changes have on our local population and communities.
- 5.2 To support this, the ICS is developing an outcomes framework to measure change and improvement against a set of indicators derived from the Integrated Care Strategy. This will require further development, to ensure there are appropriate improvement measures across all areas of the plan. Where there are areas of improvement described without indicator measures, these gaps will need to be addressed to ensure all transformation programmes are fully assured.

## **6. Requests of Cabinet Members/Next steps**

- 6.1 Cabinet members are asked to provide their support and feedback so Cllr Lanzer can give his approval on behalf of West Sussex County Council for this final version of the Shared Delivery Plan to go forward to the public

meeting of the Sussex Health and Care Assembly for sign-off. In determining this, members may wish to consider the following question:

- *Are the County Council's shared interests of strategic population health and care objectives with the NHS suitably represented and captured within the SDP? (Taking into account the assurances and observations set out below)*

6.2 Assurances that the County Council may wish to consider in agreeing to support the Shared Delivery Plan are set out below:

- Whilst this is a shared plan, it does not alter or commit the way the County Council plans its use of resources, which remains sovereign to the Council and continues to be through the annual budget-setting cycle and the County Council Plan. As the SDP will be reviewed on an annual basis, this allows for a continued direction of travel towards a greater partnership approach to planning with the NHS, where the County Council is less of an engagement partner and more of a direct influencing partner in the continued development of plans over the course of the next five years.
- This is an opportunity for the County Council to emphasise the importance of providing local leadership across the three 'Places' of West Sussex, East Sussex and Brighton & Hove, and the importance for the whole system to remain committed to Prevention, as recommended by the Hewitt report.
- Any plan which aims to capture the interests and priorities for the whole of Sussex would not be able to sufficiently reflect the place-based priorities and deliverables at a detailed-enough level alone, and we should make best use of our Place-based plans to capture the necessary detail that truly reflects the shared health and care priorities of our local population
- Whilst this will always be a plan about health, led through partnership working with the NHS, it does now attempt to demonstrate a more balance health *and care* view of the world. In particular, the sections on Place and place-base priorities now acknowledge and reference our **Adult Social Care Strategy** 'living the life you want to lead', our **Childrens First** health priorities, and makes links to our **Joint Health and Wellbeing Strategy**, as well as the focussed priority of developing neighbourhoods to promote healthy living through an assets-based approach. It therefore may be considered that this plan suitably captures the shared health and care priorities that WSCC has with the NHS.

6.3 If the members determine that this question is satisfactorily met, then this plan will go forward for sign off with the support of West Sussex County Council.

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**Appendices:**

**Appendix A** – The Sussex Shared Delivery Plan (Final Drafting)

**Appendix B** – Collated feedback on first SDP draft from members of the West Sussex Health and Wellbeing Board

**Background Documents:**

The Sussex Health and Care Partnership Integrated Care Strategy: [Improving Lives Together](#)