

**Integrated Care Strategy  
Briefing for Foundation  
Trust Governors**

**Stephen Lightfoot  
Chair of NHS Sussex**

**November 2022**

# Our Population in Sussex



- **1.7 million people across Sussex**  
*... 76% live in 2 cities and 21 towns*
- **22% of population are 65+ years old**  
*... 19% growth over last 10 years*
- **Major health needs:**  
*... heart disease, cancer, respiratory, mental health, neurological and musculoskeletal*
- **Healthy Life Expectancy differences:**  
*... 69.1 years in Horsham & Mid Sussex*  
*... 62.5 years in Hastings & Rother*

**Everyone should have equal access ... equal experience ... and equal outcomes**

*Better health and care for all*

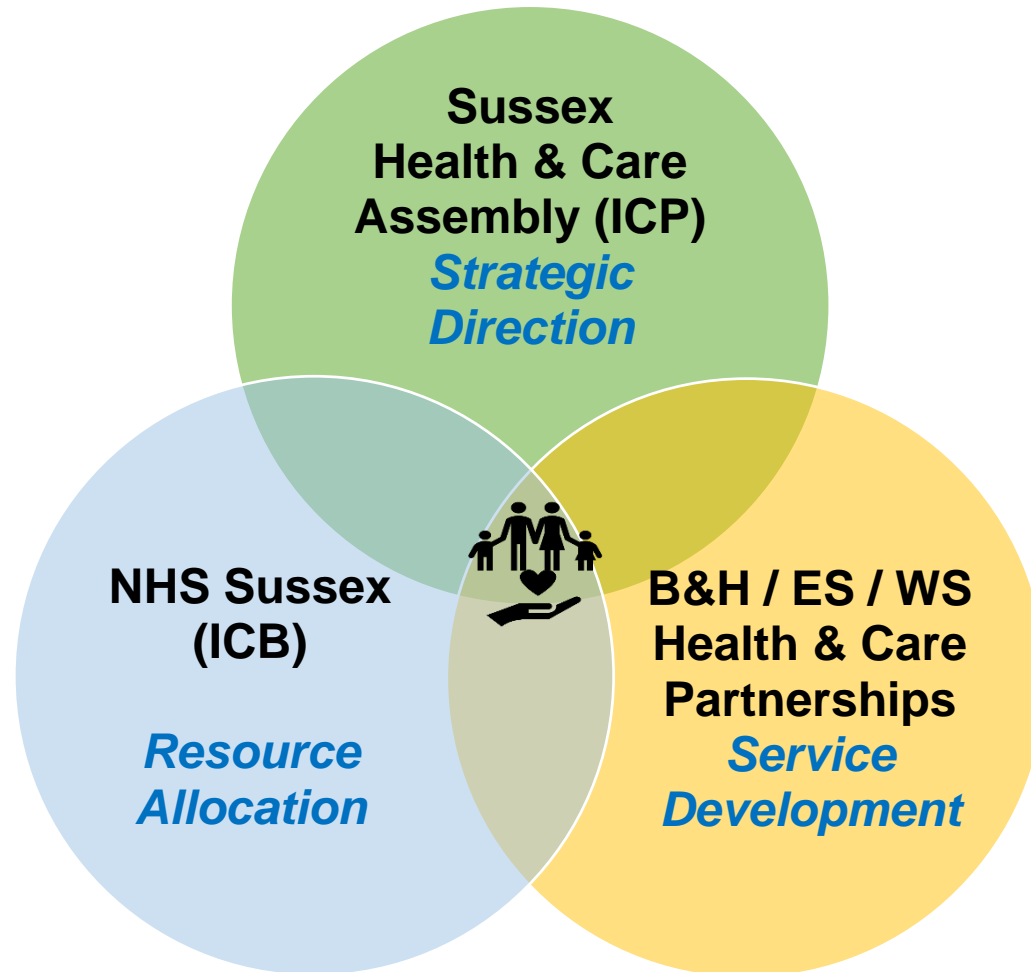
# Our NHS in Sussex

- **Over 1,100 NHS organisations** and locations delivering services
- **£3.6 Billion public funding** in 2022/23
- **£106 Million capital investment** in 2022/23 + 2 new hospitals
- **Employs more than 35,000 staff**

NHS Services	Sussex
GP Practices	158
Community Pharmacies	315
Dental Contracts	344
Ophthalmic Services	141
Community Locations & Clinics	95
Community Hospitals	14
Minor Injuries Units	7
Urgent Treatment Centres	6
111, Ambulance & Transport	2
Major Hospitals (including A&E)	7
Specialist Hospitals	14

**Our NHS in Sussex is large, complex and important to our local communities**

# Our System Leadership in Sussex



## Our Core Purpose:

- Improve health outcomes
- Reduce health inequalities
- Enhance productivity
- Support social & economic growth

**Need to agree a consistent set of strategic health priorities across our system**

# Sussex Health & Care Assembly

- **Statutory Joint Committee** between the NHS and local government in Sussex
- **Wide and inclusive membership** to introduce new thinking and a broader view
- **Facilitate joint action** to improve the health and care of the Sussex population
- Specific responsibility to develop and approve **Sussex Integrated Care Strategy** *by 31 December 2022*

## Membership of Assembly

3 x NHS Sussex Members

3 x Health & Wellbeing Board Chairs

3 x Place Executive Members

3 x Clinical Members

3 x VCSE Members

3 x Healthwatch Members

3 x University Members

3 x Specialist Members  
*(housing, further education & commerce)*

# NHS Sussex

- Established as a **statutory organisation** on 1 July 2022 to agree the priorities and resource allocation for the NHS in Sussex
- Lead the **improvement and integration** of high-quality health and care services for all communities across Sussex
- Take on the **commissioning functions** of CCGs and the Pharmacy, Optometry and Dentistry Commissioning from NHS England
- Specific responsibility to develop an **NHS Sussex Delivery Plan** to implement the Integrated Care Strategy **by 31 March 2023**

## Membership of NHS Sussex Board

1 x Non-Executive Chair

5 x Executive Members

5 x Independent Non-Executive Members

1 x Associate Non-Executive Director

5 x Partner Members

*(GP, NHS Trust CEO, DPH, DASS & DCS)*

# Current NHS Sussex Priorities

- **Managing Winter Pressures**

- ... increasing demand, staffing issues, quality standards and cost of living
- ... maintaining financial balance and clinical risk across system

- **Reducing Waiting Times**

- ... extra GP capacity, quicker ambulance handovers and faster discharges
- ... reducing planned care waiting list

- **Developing Integrated Care Strategy**

- ... involving all partners, stakeholders and the public
- ... creating an ambitious plan to deliver better care for all

# Integrated Care Strategy

- **Set the strategic direction** for health and care services across Sussex

*... choose what will make the biggest difference to the health of the Sussex population over the next 5 years*

- **Build on the existing Health & Wellbeing Strategies** in West Sussex, Brighton & Hove and East Sussex

*... and incorporate:*

- *National best practice and guidelines*
- *Partner insight and experience*
- *Public feedback and engagement*



# Why do we need another strategy?

We need to address a number of critical issues in our Sussex Health and Care System



**Growing need for services** due to:

- *growing and ageing population*
- *impact of pandemic + cost of living*
- *where people live and work*
- *unhealthy lifestyle choices*



**Need to support our workforce...**

- *Recruitment of new staff*
- *Retention of existing workforce*
- *Development of new skills and roles*



**Health inequalities**

*... we have inequalities in access, experience and outcomes from our health and care services in Sussex*



**Untapped potential of digital technology**

*... better use of modern technology could join up our services and help people access care more easily*



**Disjointed care and services**

*... people have told us our services are not joined up enough to provide consistent, high quality and timely care*



**Best use of resources**

*... need to get value for money from everything we do and the way we use our estate*

# Developing our Strategy - Public Engagement



## **Programme of Public Meetings**

- ... 659 people attended Public Meetings, Roadshows & Events in July
- ... Public Meetings underway in 23 cities and towns in Sussex this autumn
- ... Special Events for Children & Young People and marginalised communities



## **Online communications**

- ... website, social media and podcasts ... 168,198 people reached up to September



## **Assembly and NHS Sussex Board Meetings held in Public**

- ... typically 300 – 400 people watch the livestreams of meetings to date



## **Universal Healthcare Programme in Hastings**

- ... major community programme in conjunction with London South Bank University
- ... three facilitated meetings each with over 100 residents to date

# Developing our Strategy - Partner Involvement



## **NHS Trusts and Local Authorities fully involved**

- ... Chairs participate in Chairs Forum
- ... CEOs participate in System Leadership Forum
- ... Strategy Leads participate in Programme Board
- ... Boards, NEDs and Foundation Trust Governors invited to specific events



## **Primary Care involved**

- ... Primary Care Leadership, Primary Care Networks, LMC, LPC, LDC & LOC



## **Voluntary, Community & Social Enterprise sector and Healthwatch engaged**

- ... through VCSE Alliance, Assembly and specific engagement events



## **Local politicians engaged**

- ... ongoing programme of engagement with Sussex MPs
- ... formal involvement through Health & Wellbeing Boards & Scrutiny Committees
- ... starting engagement with District and Borough Councils

# Developing our Strategy – Progress so far



**Governance arrangements and communications programme set up**



**The Assembly has agreed the overall Case for Change in first meeting in public**  
... after extensive consultation with system partners  
... this will form part of the introduction to the Integrated Care Strategy



**The Assembly has selected three system-wide priorities for the strategy**  
... **Development of Integrated Community Teams**  
... **Development and support of our Workforce**  
... **Maximising the use of Digital Technology and data**



**Engagement with system partners, stakeholders and the public is ongoing**

# Community Teams

- **New way of working with and within our communities**  
... better understand and respond to the health & care needs of local people
- **Integrate health & care services**  
... at a neighbourhood level rather than an organisation level
- **Respond to local issues**  
... which will make the biggest improvement to the health and wellbeing of people living across Sussex.



*Better health and care for all*

# One Sussex Workforce

- **We cannot do this without our staff**  
... we need to lead and support our workforce through these challenging times
- **We need to grow our workforce**  
... by making it easier and more attractive to work in health and care professions.
- **We to do more to retain our workforce**  
... by providing new skills and development opportunities to work in a more joined-up way



*Better health and care for all*

# Digital Platform

- **Integrated community teams need integrated information to operate**  
... we need to build on what we have already done
- **We need to join-up the digital and information systems across our services**  
... this is easy to say and difficult to do, but is critical to deliver integrated care
- **We also need to use digital technology to improve public access to our services**  
... for those people who can and want to access services and advice online



*Better health and care for all*

# What difference this will make

By working in this new way, we want to:



**Help local children and young people to start their lives well** by focusing on improving their health, support and care, as well as their parents and carers



**Help local people to live well** by supporting people to maintain their own health and wellbeing and to look after themselves better



**Help local people to age well** by supporting people to stay healthy and live independently for as long as possible, reducing falls and improving their experience at the end of their lives.



**Help local people get the care or support they need when they need it** by tailoring care to meet their needs closer to home and giving people joined-up access to the right service at the right time

# Next Steps

- **November 2022**  
... complete public / stakeholder engagement and develop the strategy
- **14 December 2022**  
... Assembly to approve the Sussex Integrated Care Strategy
- **January – March 2023**  
... System partners receive strategy and develop the Delivery Plan
- **5 April 2023**  
... NHS Sussex to approve the NHS Sussex Delivery Plan

# Questions for discussion

- **Does this resonate with what you believe** will make the biggest difference to improve the health and care needs of the population of Sussex?
- **Is there anything significant that has not been mentioned** and needs to be considered?
- **What are the biggest opportunities** and how we can best harness and develop them?
- **What are the biggest challenges and barriers** we need to consider and what can be done to overcome them?
- **What are the biggest changes that will need to be made in our system** to deliver these ambitions?