



Sussex

Clinical Commissioning Groups

Sussex Health and Care Strategic Plan & Response to the NHS Long Term Plan - Summary Information and New Ways of Working

Brighton and Hove Health Overview Scrutiny Committee

January 22nd 2020

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Brighton & Hove response to the NHS Long Term Plan



Brighton and Hove
Clinical Commissioning Group



Brighton & Hove
City Council



- ✓ Describes our collective vision for the Brighton & Hove system and outlines how, by working together, we can achieve the commitments set out in the Long Term Plan.
- ✓ Supports delivery of our local Brighton & Hove Joint Health and Wellbeing Strategy, reflecting the prevention agenda necessary to support the health of our population over a life course.

- ✓ Articulates the actions we will take to support improvements throughout the four stages of life, namely Starting Well, Living Well, Ageing Well and Dying Well.
- ✓ Sets out how, using improved partnership working amongst existing organisations and with communities, we will address the jointly agreed top local 4 health and care priorities for the city (Cancer, Mental Health, Multiple Long Term Conditions, Children and young people).
- ✓ Sets out that we will work collaboratively on prevention; integrating care through Primary Care Networks and improving the quality and provision of secondary care for long term conditions including cancer.



Partnership and collaboration	Individuals, communities and organisations across the city will work together to deliver our shared vision.
Health is everyone's business	Services and plans will reflect the contributions that factors such as education and learning, housing, employment, environment, leisure and culture, and transport make to improving health and wellbeing.
Health and work	Fulfilling work, including volunteering, contributes to good health and wellbeing – and local employers, communities and the economy will benefit from healthy workplaces and a healthy workforce.
Prevention and empowerment	Communities will be supported to develop networks and local solutions that lessen social isolation and improve wellbeing, and reduce the need for more specialist services. People will be encouraged and empowered to take responsibility for their health and wellbeing where they can. Early action will help people to live well for longer and to remain independent.
Reducing health inequalities	The physical and mental health of those with the poorest outcomes will improve the fastest. Services will be accessible to those who need them in all parts of the city, including people with learning and physical disabilities and those who are socially isolated.
The right care, in the right place, at the right time	Health and care services will provide high quality care, feel more joined up and will be delivered in the most appropriate place. Often, this will mean that more services are delivered in or close to people's homes.
Engagement and involvement	Local people of all ages will be active partners in the design, development and delivery of health and care services and supported to manage their health.
Keeping people safe	We want everyone to be safe from avoidable harm, taking particular care of our most vulnerable residents.

What objectives for Brighton & Hove have we set out in the response to the NHS LTP?



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- ✓ Reduced health inequalities, with better health and care outcomes and a more positive experience for all residents.
- ✓ A strengths-based approach which maximises independence, self-care and utilises our local assets to contribute to health and wellbeing.
- ✓ A stable and healthy workforce able to operate in a multi-disciplinary approach, unhindered by organisational boundaries.
- ✓ Long term joint financial plan to underpin investment commitments into programmes such as prevention.
- ✓ Reduced demand on emergency and specialist health care, similarly and on residential and long term care.
- ✓ Robust and transparent governance, scrutiny and oversight that allows for appropriate local leadership of health and care, and governance that enables further collaboration and integration.
- ✓ Financial stability for health and adult social care within commissioning and provider organisations.
- ✓ Moving from shadow joint investment to truly pooled programme budgets with clearly defined outcomes.
- ✓ Provider market stability and collaborative working relationships with the community voluntary sector.
- ✓ A productive and influential partnership within the Sussex Health and Care Partnership (SHCP), shaping the strategic future of health and care provision to come.

What is our ambition for partnership working in Brighton & Hove?

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To develop a shared vision and objectives, tailored to the needs of different neighbourhoods, aligned to the needs and wants of the population of Brighton & Hove and reflecting our Joint Health and Wellbeing Strategy and the strategic outcomes for improving health and care agreed by a wider group of partners across Sussex.



2

To set out how our priorities for the city as a whole and for neighbourhoods will be delivered through a plan which targets interventions at the most significant of health inequalities.



3

To deliver improved outcomes which matter to people, through collaboration between existing providers and commissioners of health and care and the communities which they serve and by building relationships between the NHS, the City Council, voluntary sector partners and community groups, and other public services supporting people across the wider determinants of health.



What activities will we need to support improved partnership working in Brighton & Hove?

Collaborative planning...

We want to bring all partners across Brighton & Hove with an interest in improving the health of our population together to...

- Agree a shared vision for delivering better outcomes
- Confirm our priorities for the city as a whole
- Set priorities for each neighbourhood
- Set out a plan with clear timescales for addressing the most significant of our health inequalities, aligned to our Joint Health and Wellbeing Strategy

Commissioning for population health...

We want to embrace an approach which raises the value of strategic commissioning and establishes a unique role for commissioners across health and care in improving outcomes at a whole population level.



Integrating care...

We want organisations from all sectors to work together with communities to model care delivery, integrate care, and address health inequalities.

Integrate Care & Address Health Inequalities
Co-ordination of self care activity, care planning & management, integration of care records, public & patient navigation, population education etc

Model Care Delivery
Develop operational plans, manage & plan demand & capacity, optimise whole system pathways, & allocate resources against delivery of contracted outcomes.

Manage & Evaluate Quality & Performance
Managing regulatory compliance of partners & services, safeguarding, system wide quality surveillance, and ensuring delivery of constitutional standards.

What are neighbourhoods and what will their role be in improving outcomes?



Focus for prevention, self-care, and supporting people to make choices about their care and look after their own health priorities.



Focus upon addressing primary behavioural, metabolic, and environmental risks.

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Asset-based approach assuming that every community has strengths, relationships and resources that can be mobilised to benefit outcomes.



MDTs formed around PCNs will support residents to access support for other areas which affect their health and wellbeing

What do we mean by neighbourhood?



Areas across which Primary Care Networks (PCNs), other care services, community groups and the wider public sector will work together to ensure the delivery of joined-up care tailored to the needs of the local population.

Likely to be formed around natural communities and serving populations of around 30,000 to 50,000.

Will be small enough to provide personal care, but large enough to provide a broad range of resilient services.

Will have a set of priorities based on the health and social needs of their particular area and may work with other neighbourhoods where this benefits outcomes.

Will have a team made up of local GPs, nurses, social workers, pharmacists and the voluntary sector.

PCNs will provide leadership, resource and capability for wider primary care teams to support communities.



Local people will be empowered to lead health improvement.



Financial support for grassroots activities will be a priority as a lever to reduce future demand for services.



Co-location will be promoted. Each neighbourhood will have a base that staff from participating agencies can choose to work out of.



What are Primary Care Networks and what will they be doing?

What are PCNs...?

A key building block of the NHS long-term plan in bringing general practices together to work at scale.

Focused on service delivery. Not commissioning bodies.

Funded from a directed enhanced services payment (DES), which is an extension of the core GP contract.

Will be the mechanism by which primary care representation is made stronger in integrated care systems.

Practices are accountable to their commissioner for the delivery of network services.

Since July 2019 Brighton & Hove has had 7 PCNs covering 35 practices across the city.

What will PCNs do...?

Will deliver a set of 7 national service specifications. 5 will start by April 2020 and the remaining 2 will start by 2021.

Provide a wider range of primary care services to patients, involving a wider set of staff roles than might be feasible in individual practices.

The footprint around which integrated community-based teams will develop to provide services to people with more complex needs.

Expected to think about the wider health of their population, taking a proactive approach to addressing health inequalities.

Responsibility for providing the enhanced access services, which pays GPs to give patients access to consultations outside core hours, will transfer to PCNs by April 2021.

Why are PCNs so important...?

Potential to benefit patients by offering improved access and extending the range of services available to them, and by helping to integrate primary care with wider health and community services.

Potential to strengthen resilience of primary care by improving the ability of practices to recruit and retain staff and to manage financial and estates pressures.



What is Sussex Health and Care Partnership?

SHCP is an aspiring integrated care system (ICS) aiming to provide a forum for leadership, strategic oversight and collective decision making in Sussex...

What is an ICS...?

A way for NHS and Local Authority partners to jointly give greater priority to the prevention of ill health by working together to tackle the wider determinants of health and wellbeing

Builds from existing partnerships to develop plans on how to improve health and care for the populations they serve

Provides organisations with the opportunity to think and act as part of a wider system to deliver faster improvements in care and shared performance goals

Supports a wider approach to establishing sustainability across health and care by providing a flexible finance framework within which to support transformation over the longer term

Creates the opportunity for effective collective decision-making around the wider determinants of care, aligned with accountabilities of constituent bodies, to maximise the opportunity for improving outcomes for populations.

Deploys rigorous and validated population health management capabilities to improve prevention, manage avoidable demand and reduce unwarranted variations

Planning for the future

Developing plans for improving health and wellbeing of populations



Managing performance

Overseeing performance, setting local standards and monitoring progress towards achieving shared goals.

Optimising our acute care services

Standardise clinical practice; make better use of clinical support services; & more creatively and flexibly use the skills of staff.



Owning and resolving system challenges

Encouraging partner organisations and associates to come together to create solutions by working together as a system

Integrating regulation

Over time, develop "self-assurance" for the Sussex health and care system.



Providing system leadership

Supporting a shift to a focus on places and populations and with providers taking more responsibility for shaping services and improving quality of care.

What is the timeline for partnership development in Brighton and Hove?

B&H Health & Wellbeing Board Review

January 2020

CCG GB seminar to agree approach to partnership working, the design principles supporting development of “place”, & timescale for change

February 2020

First meeting of Brighton & Hove Partnership Executive Group formed from CCG, Primary Care, BHCC, BSUH, SPFT, & SCFT

March 2020

Partnership Executive Group workshop to:

- Confirm priorities set out in response to NHS LTP
- Agree the measures which will define successful delivery of priorities.

April 2020

Partnership Executive Group workshop to agree:

- The geography of neighbourhoods
- The local application of principles of subsidiarity setting out functions at place and in neighbourhoods
- Governance and leadership framework to support partnership working across Brighton and Hove
- The support offer from partners to neighbourhoods and neighbourhood development

July 2020

Partnership Executive Group to agree detailed delivery plan for Brighton and Hove against agreed priorities, for onward agreement by statutory bodies