

Sussex & East Surrey STP

Achievements and Progress

Sussex and East Surrey STP has made significant progress in all four of the core domains of the Integrated Care System progression model

Overview: ICS Progression Model domains

Leadership,
relationships &
governance

Care re-design

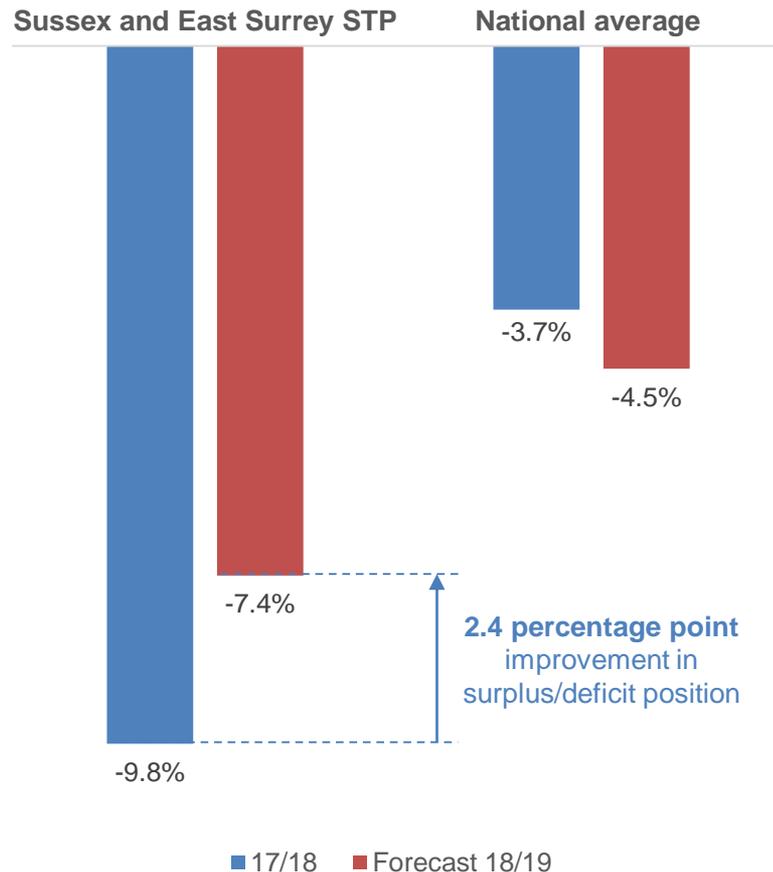
System financial
management &
incentive structure

Track record of
delivery

The STP has achieved a significant improvement in overall financial position against a background of national decline

System financial management & incentive structure: Financial improvement

STP Surplus/Deficit* compared to national average



We have shown a significant **improvement in overall financial position** between 17/18 and 18/19

- ✓ There has been a **2.4 percentage point improvement** in overall surplus/deficit
- ✓ Improvements have taken place **against a national trend of further decline**

Regulators have **responded positively to our improvements** across the STP

- ✓ Brighton and Sussex University Hospitals NHS Trust is **out of financial special measures**, with East Sussex Healthcare NHS Trust also likely to emerge
- ✓ Legal directions against **three CCGs** have been lifted
- ✓ Planned legal direction against **three further CCGs** will also be lifted

*Methodology: figures calculated as % of total CCG allocation, excluding sustainability funding.
• Provider financial outturn calculations: Source: NHS Improvement provider sector performance reports for Year End 17/18 and Q3 18/19. Forecast Surplus/Deficit calculated using forecast annual outturn, excluding forecast Provider Sustainability Funding.
• CCG financial outturn calculations: Source: NHS England Financial Performance Report for Q4 17/18 and Q2 18/19. Forecast Surplus/Deficit calculated using in year allocation and forecast expenditure.

Between 2017/18 and 2018/19, we improved our financial position more than any other STP

System financial management & incentive structure: Financial improvement

STPs with greatest percentage point improvement between '17/18 and forecast '18/19 financial positions

Percentage point change between '17/18 and forecast '18/19 financial positions*

Sussex and East Surrey STP	2.35%
Bristol, North Somerset and South Gloucestershire STP	2.35%
East London Health & Care Partnership	2.19%
South West London Health & Care Partnership	1.85%
Shropshire and Telford and Wrekin STP	1.74%
Staffordshire and Stoke on Trent STP	1.09%
Kent and Medway STP	0.97%
Surrey Heartlands Health & Care Partnership	0.88%
Bedfordshire, Luton and Milton Keynes STP	0.71%
Lincolnshire STP	0.58%

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Our collaborative approach and sharing of best practice has led to widespread improvement in care quality across the system

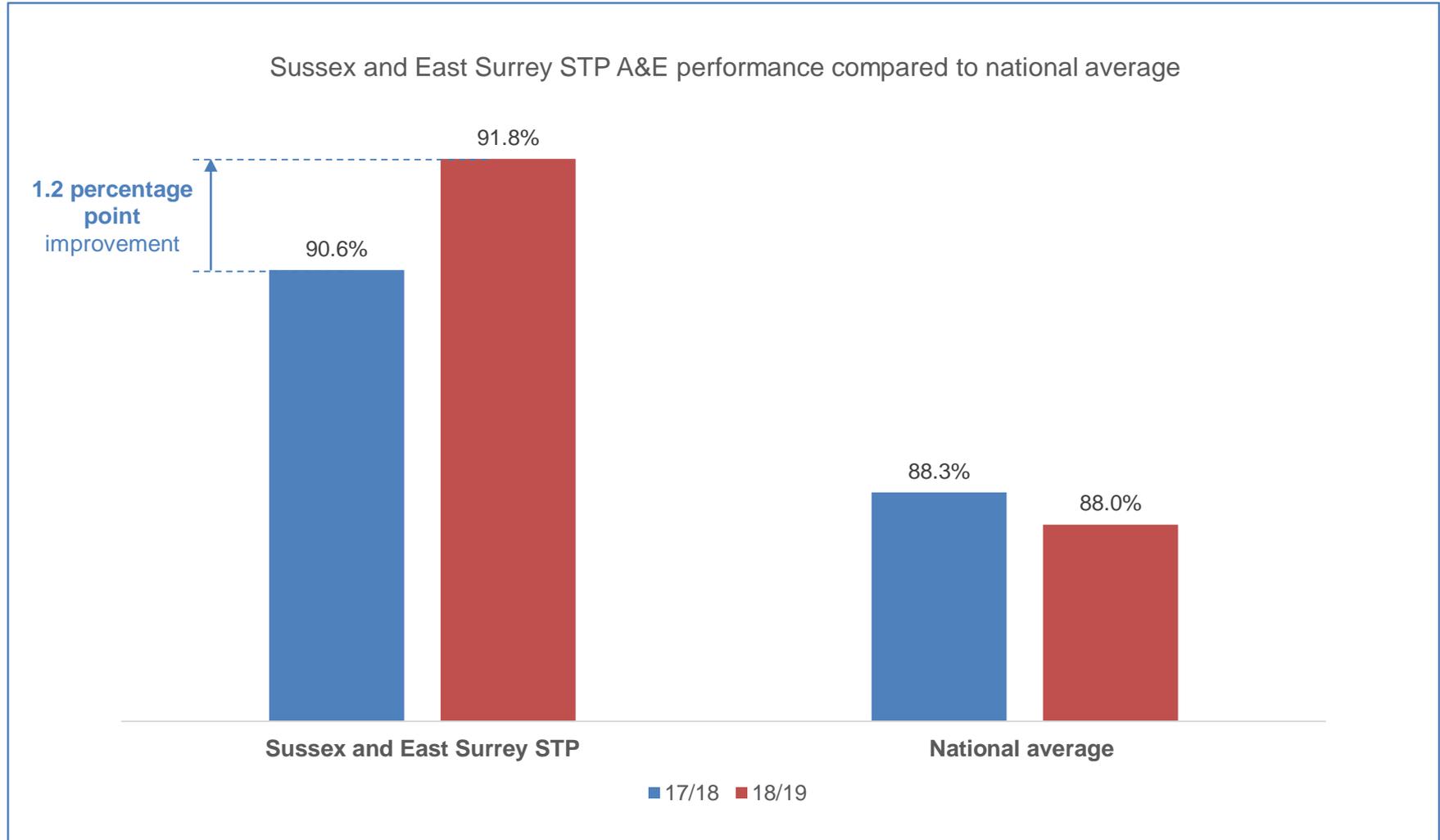
Track record of delivery: Provider CQC ratings

Sussex and East Surrey Providers

	2017/18 Year End	Latest rating (as at June 2019)
Brighton and Sussex University Hospitals NHS Trust	Inadequate	Good
East Sussex Healthcare NHS Trust	Requires improvement	Requires improvement
First Community Health and Care	Outstanding	Outstanding
Queen Victoria Hospital NHS Foundation Trust	Good	Good
South East Coast Ambulance Service NHS Foundation Trust	Inadequate	Requires improvement
Surrey and Borders Partnership NHS Foundation Trust	Good	Good
Surrey and Sussex Healthcare NHS Trust	Good	Outstanding
Sussex Community NHS Foundation Trust	Good	Good
Sussex Partnership NHS Foundation Trust	Good	Good
Western Sussex Hospitals NHS Foundation Trust	Outstanding	Outstanding

An STP-wide approach to Urgent & Emergency Care has enabled us to buck national trends, with 91.8% compliance with the 4-hour target in 18/19

Track record of delivery: A&E performance



Since 2016, the STP has made considerable progress in establishing integrated leadership, a shared vision and aligned ways of working

Leadership, relationships & governance: overall structure



We have established the **fundamentals for successful integrated system working**, including:

- ✓ A co-developed and agreed **set of common principles**, providing the building blocks for our progression to becoming an ICS
- ✓ A commitment to **collaborative system leadership**, formalised through a signed compact agreement
- ✓ An **Independent Chair and SRO**
- ✓ **Senior clinical representation** throughout the STP organisational structure
- ✓ A **core STP Team**, funded by contributions from partner organisations
- ✓ Collaboration with **non-NHS colleagues**, including local government and the voluntary sector
- ✓ **Governance processes** agreed and endorsed by all constituent organisations

To facilitate collaboration and alignment across Sussex and East Surrey, we have transitioned towards having a single strategic commissioner

Leadership, relationships & governance: commissioning

The eight CCGs within the STP work in a collaborative and joined-up way, with:

- ✓ A single **Chief Executive Officer**
- ✓ A **joint management team**, including at Senior Leadership level

This is ensuring:

- ✓ A **single commissioning 'voice'** across the whole footprint of the STP
- ✓ **Collaborative approach** to commissioning
- ✓ Closer **partnership working between commissioners and Trusts**, with movement to aligned incentive contracts which have helped drive financial improvements
- ✓ More rapid progress on **commissioning reforms**
- ✓ **Reduction in management costs**, enabling commissioners to deliver against savings targets

Sussex and East Surrey Clinical Commissioning Groups



Since the inception of the STP, we have also sought the views, experience and ideas of the public, staff, volunteers and carers

Leadership, relationships & governance: public engagement

OUR HEALTH & CARE Our FUTURE



Following the publication of the LTP and our local case for change, we established an **STP-wide public engagement approach**

- ✓ **Avoided duplication and mixed messages** – historically an issue across the system
- ✓ Used **existing channels** and benefited from **economics of scale**
- ✓ Built on **previous engagement activities** – ‘Big Health and Care Conversation’ and ‘Shaping Health and Care’
- ✓ **Clinically-led, evidence-based**, transparent and clear

To maximise value, engagement has **followed a clear plan with strong branding**

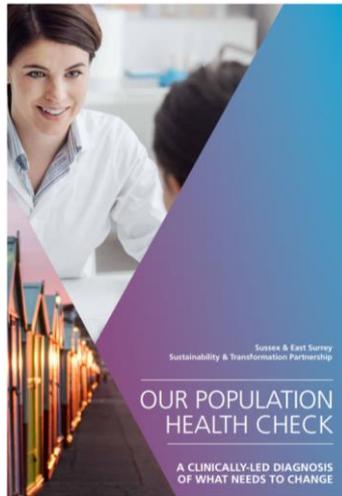
- ✓ **Three phases** – starting with scene setting and moving through to focus on specific areas
- ✓ Structured around **FUTURE branding**
- ✓ **Multiple channels** e.g. events, questionnaires, social media

Between February and April 2019 **we heard from over 850 people**

- ✓ Feedback is being used to **inform improvements** to services, and the development of local plans

Using data from across the system, we have agreed our areas of strategic priority and where care re-design must occur

Care re-design: agreed areas of strategic priority



NHS
RightCare

G I R F T
GETTING IT RIGHT FIRST TIME

Development of our 'Population Health Check' and identification of priorities **has had strong clinical leadership**

- ✓ Developed by Clinical and Professional Cabinet: Medical Directors, clinical chairs, Chief Nurses, NHSE, public health, AHSN and the Clinical Senate
- ✓ Fully endorsed **by all constituent organisations**

With an aligned view we are able to **drive ahead with system-wide care re-design:**

- ✓ Has **triangulated extensive previous analysis and insight** into a single case for change
- ✓ Renewed **focus on 'value', population health management and prevention**
- ✓ Shared understanding of the areas of **unwarranted clinical variation**, and the need to resolve them
- ✓ Consistent **message and prioritisation** across the STP
- ✓ Improved **collaboration** between organisations, clinicians and the public, with **sharing of best practice**
- ✓ Is helping to **inform system-wide workforce, finance, estates and activity planning**

Collaboration at Place-level has allowed us to improve multiple aspects of health and care, including well-being and prevention

Care re-design: prevention and well-being case studies

East Sussex Personal and Community Resilience Programme

- ✓ Partners across **health, local authority, voluntary and community** sectors
- ✓ Coordination to **embed prevention across the system** including in schools, nurseries, healthcare & community settings
- ✓ **3,169 frontline staff** have been trained to 'Make Every Contact Count'
- ✓ Over **88,000 people** received their NHS Health Check
- ✓ **96% of pharmacies** are now Healthy Living Pharmacies
- ✓ **96% of primary and secondary schools** have developed and are delivering whole school health improvement plans



East Surrey Well-being Prescription Service

- ✓ Partnership between **Local Councils, GPs and CCG**
- ✓ GPs, health and social care workers can refer to Well-being Advisors, who **identify individual needs and signpost** to relevant local services
- ✓ Able to help with issues ranging from **weight management and diet**, through to **social isolation and well-being**
- ✓ 77% of those who used the service say they have **made a positive change to their lifestyles**
- ✓ 75% of people have **visited the GP less often** since using the service

Our STP Finance Group works collaboratively and transparently, enabling progress in key areas and facilitation of system planning

System financial management: STP Finance Group

I&E positions for organisations within Sussex and East Surrey STP at M9 2018/19

Sussex & East Surrey Sustainability & Transformation Partnership

	YTD Position			Annual Plan Outcome		
	YTD Plan (000)	YTD Actual (000)	YTD Var (000)	Annual Plan (000)	Annual Plan (000)	Annual Plan (000)
Pre sustainability funding						
1 Commissioner	(81,720)	(81,865)	77	(108,976)	(108,976)	2
2 Provider	(79,186)	(82,878)	(3,693)	(82,343)	(83,624)	(1,281)
3 Sub Total pre SF	(160,911)	(174,533)	(13,624)	(291,319)	(292,599)	(1,279)
Sustainability funding						
4 Commissioner	39,049	39,049	0	111,585	111,585	0
5 Provider	30,611	30,611	0	58,570	37,313	(21,257)
6 Sub Total SF	69,660	69,660	0	169,155	148,898	(20,257)
Post sustainability funding						
7 Commissioner	(42,673)	(42,816)	77	2,609	2,611	2
8 Provider	(48,574)	(82,267)	(33,693)	(41,773)	(86,311)	(24,538)
9 NHS total post SF	(91,247)	(104,873)	(13,626)	(39,164)	(83,700)	(24,536)
Other organisations						
A Spex Care	0	(2,316)	(2,316)	0	(1,528)	(1,528)
B Adult Social Care	0	2,299	2,299	0	(1,777)	(1,777)
C Primary Care	0	(93)	(93)	0	(81)	(81)
D Sub Total other orgs	0	(194)	(194)	0	(5,386)	(5,386)
E Total including others	(91,247)	(104,873)	(13,626)	(39,164)	(89,086)	(29,894)

At M9 2018/19, organisations are at an adverse variance of £(13.7)m versus year to date plan

The planned outcome is a £(39.2)m deficit, and the forecast at M9 is a £(69.3)m deficit – an adverse variance of £(29.9)m

The combined deficit of these organisations in 2017/18 was £(228.2)m

The report does not include risks to the 2018/19 position which organisations have reported to regulators

The Finance Group relies on collaboration

- ✓ **Representation from all partners**, including Local Authority and Specialist Commissioning colleagues
- ✓ **Open and transparent**, with sharing of data to enable a system approach to resolving issues
- ✓ **‘United Front’** in discussions with regulators

This approach has ensured progress in key areas

- ✓ **Monthly STP-wide financial monitoring and reporting**, providing an aligned view on system position and risk
- ✓ **Aligned approach to financial planning**, with active contribution to other STP groups e.g. estates, workforce
- ✓ **System-wide financial modelling, through to 2023/24**
- ✓ **Reduction in corporate costs** - STP-wide oversight of NHSI benchmarking
- ✓ **Single STP-wide procurement**, with a combined approach to heat and power procurement

