

SUSSEX

20|25

# Vision to reality

Key deliverables to transform the system for our populations

*Working in partnership across West Sussex, Brighton & Hove and East Sussex*

# Our vision for the future

Since I arrived in Sussex five years ago, we have made significant progress as a system that has brought real improvements for the benefit of our communities. This has included quality of services, governance, financial management and relationship and culture across our partners. As we look to continue our progress in the next stage of our system development, we need to be clear on the areas of focus over the short and long term.

Like all areas across the country, our system is currently facing a number of challenges, as we continue to manage the impact of COVID-19, and we can expect this to continue in the short-to-medium term. We have resilience and recovery plans in place across the system and the strong partnership working we have developed over the last few years will be key to how we manage and address the challenges together across partners.

While we continue to work to ensure people get the immediate care they need, we also have to remain focused on the future and are addressing our challenges and realising our opportunities with long-term solutions and actions that bring better and sustained outcomes for our populations.

As a health and care system, we have an agreed long-term vision for 2025 that aims to support people to live for longer in good health, reduce health inequalities, improve patient experience, better support our staff, and ensure the cost of health and care is affordable and sustainable.

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As the new Chief Executive Officer Designate for the future Integrated Care Board for Sussex, I am committed to making our vision a reality and will be driving through the transformational change needed to bring about real change for the benefit of people living across West Sussex, Brighton and Hove and East Sussex.

This will require new and innovative ways of working and thinking, and changes to how organisations have traditionally worked within the system that better meets the needs of our communities.

Over the coming months we will be agreeing and clearly describing the priorities and actions we will be taking to make our vision a reality. This will include four principal areas of focus – data analytics, workforce transformation, population health, and culture and leadership – and this document sets out the key deliverables in these areas that I will be driving through in my new role.

This provides a roadmap for us to work towards to ensure we remain focused on the changes needed for tomorrow, as well as addressing the challenges of today.



**Adam Doyle**  
**Chief Executive Officer Designate**  
Sussex Integrated Care Board



# Key delivery pillars

Making our vision a reality will require significant changes and transformation to how organisations and services work. This change will require both tangible change – with practical and physical transformation – and intangible change with the way people think and behave. To ensure we can measure and track the delivery of our vision, it is important we have demonstrable action and outcomes that we can work towards.

There are four principal areas of focus – digital and data analysis, population health, workforce transformation, and leadership and culture. These transformation areas will provide the greatest benefit for our populations and require system-wide working across partners to deliver. Each area has deliverables set out over the coming years that are both ambitious and achievable.



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# Digital and data analytics

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We recognise the way people receive treatment and care, and the way services are run, could be significantly improved with better use of digital technology and data and a significant amount of work has already taken place.

Our digital ambition aims to keep improving our digital health and care services, giving patients, clinicians and staff the tools, information and services they need to; see or connect with the people involved in their care; ensure people have access to the information they need to stay health or manage conditions or treatment using tools like a personal health record; and use data to help us all understand and learn how to make our services the best they can be for all our population.

## Deliverables

- 2022** Collective agreement on system three-year programme
- 2023** Plexus training programme launched
- 2023** Sussex Outcomes Dashboard and Sussex Integrated Dataset established and part of all organisations' reporting cycle
- 2025** NHS App in the primary access route for services

# Population health

Improving population health is one of the key drivers for system integration. Our vision focuses on improved outcomes and reducing health inequalities and this has been, and will continue to be, a priority of our system in the future.

Our system development will continue to focus on place-based partnerships that aim to improve the health, care and wellbeing of local communities at a neighbourhood and population-level. This requires the system to orientate itself around individuals and our places – West Sussex, Brighton and Hove and East Sussex.

## Deliverables

- 2022** Primary care provider resilience and transformation programme launch
- 2023** Standardised integrated neighbourhood teams
- 2023** VCSE compact in place at each place
- 2024** Shadow year for place-based population provider partnership
- 2025** Population provider partnership with capitated budget

# Workforce transformation

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We know our workforce are our biggest asset across the health and care system. We also know that we need to do more collectively to support our staff to be able to fulfil their potential and be the best they can be at work.

Workforce is one of our most significant challenges, both operationally and strategically, and is a priority for our system.

We have increasingly been developing a system-wide approach to workforce and this will be a key focus for us over the coming years as we look to develop a “one workforce” approach.

## Deliverables

- 2022** System people commitment / promise in place
- 2023** Education strategy in place
- 2023** Research strategy in place
- 2024** 10-year workforce place launched
- 2024** Kickstart scheme programme embedded
- 2025** Place-based local employment partnership in place

# Leadership and culture

Leadership and culture has been a key focus for us as a system over the last few years and we have made significant progress. We have built strong relationships and different ways of working across teams, leaders and organisations that supports greater partnership and collaborative working.

We know, however, that we have a lot more to do to build the culture we want as a system that focuses on greater equality, diversity, inclusion and provides an environment where our potential and current leaders can flourish.

## Deliverables

- 2022** Citizens health and care council established at each place
- 2022** Equality, Diversity and Inclusion targets and implementation place in place
- 2023** Multi-professional academy launched
- 2023** Change approach agreed with associated improvement methodology
- 2024** Change approach launched
- 2025** Highest performing workforce satisfaction out of all systems

# Underpinning principles

Our transformation deliverables will be underpinned by key principles that will run through everything we do as a system:

- **High quality, sustainable outcomes;**
- **Robust governance and assurance;**
- **Driving forward social justice and health equality;**
- **Building trusted relationships with partners and communities;**
- **Creating a compassionate and inclusive culture for our people.**

These principles will ensure our continued development and progress is carried out in a way that meets our system values and supports the culture we want to nurture for the future.



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