

# Strategic Estates Planning and Service Transformation

## West Sussex Clinical Commissioning Groups

### Project summary:

Strategic case, extensive stakeholder engagement and detailed analysis to support and facilitate programme of transformation and integration across primary and community care for 850,000 people in face of growing demand and financial challenges. Needs based, service driven approach to establish case for change, long term requirements and estate response through development of Local Estate Strategies and interrelated business cases.



### Context:

The Clinical Commissioning Groups in Coastal West Sussex and in Crawley, Horsham and Mid Sussex serve a population of 850,000 across a wide geographical area. Each organisation is developing programmes for transformation and integration in primary and community care through their Strategic Service Development Plans and associated strategies. The development of clinically led, service driven Strategic Estates Plans to support these strategies is informed by an understanding of the needs of local people, now and in the future, the scope and scale of services to be commissioned and developed by the CCGs and their partners to meet those needs and an analysis of the facilities and required to support delivery.

Specific community hospital and primary care developments and business cases also need to be planned within this strategic context to ensure a service driven approach to establish a case for change and long term requirements as a basis for investment proposals and new healthcare developments.

### Our approach:

Fusion established strong working relationships with a wide range of stakeholders including NHS commissioners and providers, locality planning groups, GPs and local government organisations to build a clear understanding of current provision and planning priorities.

The development of clinically led, service driven Strategic Estates Plans was informed by this understanding of local needs of local people and by sophisticated demand and capacity analysis and modelling, quantifying the impacts of demographic change longer term. This demonstrated the scale of the challenges facing commissioners and providers, focusing attention on solutions required.

Assessment of capacity to deliver services and new models of integrated care along with an analysis of the facilities required, and the investment needed to deliver them, was based on these building blocks.

 **Crawley** Clinical Commissioning Group  
 **Horsham and Mid Sussex** Clinical Commissioning Group

 **Coastal West Sussex** Clinical Commissioning Group

### The outcomes:

Fusion worked with clinicians and managers and a wide range of stakeholders in health and local government to deliver:

A sophisticated demand and service capacity model quantifying the long term impact of demographic change by locality, highlighting the scale of the challenge, focusing minds.

A Local Estate Strategy (Strategic Estates Plan), which brought together a diverse range of projects within a single coherent framework for decision making and prioritisation.

Specific business cases to establish rationale and support investment in community hospitals and primary care facilities within a common strategic framework but also recognising local diversity and taking a pragmatic view of the need to accelerate progress in some areas to deliver solutions more quickly.

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