

SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP

PROGRAMME DELIVERY UPDATE OCT 2018

Authors: Sarah Parker Director of Transformation and Jade Winnett,
PMO Manager

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1. Executive Summary

- Work to develop shared System Ambitions for 2019/20 has started. This builds on our first System Operating Plan narrative (April 2018) and our first CCG and SCC integrated Commissioning Intentions this year. A draft is expected for consideration at Transformation Board, Health and Wellbeing Board and Joint Commissioning Committee in December.
- During October work has continued with our a 5-10 year strategic modelling and planning in regard to health and care of our citizens as well as Council consultation on a 2030 vision.
- PA Consulting has been appointed to support our Integrated Care Partnerships in developing workforce plans as part of the Surrey Heartlands Workforce Strategy. The plans will cover: current state and context, ICP vision, future workforce requirement, next steps to deliver and key risks and mitigations. The plans are expected to be complete by the end of January 2019.
- Surrey Heartlands has received a national award with Healthwatch Surrey for our Citizen Ambassador programme.
- We have had confirmed the final allocation amount of devolved Transformation funding from NHS England for 2018/19. This has enabled us to finalise allocation of funding to prioritised schemes, approved in accordance with our Surrey Heartlands Investment Framework.
- Deep dive presentations are being finalised within each workstream and will be submitted for noting with Transformation Board as part of November and December papers.

2. National and Regional News

- NHSE have now reached the final stage of engagement on their long term plan, with the final plan expected for publication later this year. This will aim to align the long-term NHS plan with the five-year NHS funding settlement announced by the Prime Minister in June 2018. Engagement over local plans is the expected to take place from December through to March 2019.
- The shortlist for Darzi fellows will be announced on 4 November. Shortlisted projects will then have 48 hours to return their Darzi fellow advert. The application process for fellows

will then begin on 5 November.

- The HSJ Value awards are now open for entries until 11 January 2019. These awards seek to recognise and reward outstanding efficiency, improvements in patient care and reduction in variation, both within back office functions and clinical initiatives. Further information, including award categories and the entry guide is available at: <https://value.hsj.co.uk/>.
- We attended and contributed to a national STP/ICS leads day on 30 Oct where Simon Stevens and Ian Dalton gave an update on the long-term plan for the NHS and Professor Don Berwick, international visiting fellow at the King's Fund also spoke, including jointly with Claire Fuller.

3. Surrey Heartlands Transformation Funding 2018/19

The final 2018/19 allocation amount from NHSE was confirmed this month. All transformation funding bids for 2018/19 have now been through Delivery Board. Integrated Care Partnerships were allocated devolved funding and bids against these were approved by ICP Boards and shared at Delivery Board. Bids to support the ambitions of the children's workstream were approved at Oct Delivery Board. Bid success confirmation letters and financial monitoring tools will be sent out to bidders within 4 weeks.

Integrated Care Partnership Transformation Funding

As noted at the September Board, the three ICPs have delegated approval of their bids to the individual ICP Boards. To ensure there is a level of assurance around the process, the ICPs have been sharing their review and approvals (together with the individual Business Cases) with Delivery Board.

Women's & Children's Sustainability and Development

October Delivery Board approved bids as follows:

- Children's Paediatric-GP Hub model
- Improving the health of women and families in the Surrey GRT community
- PMO support for programme to improve the health and wellbeing of Surrey's Children and Young People
- Early Years and Primary Parenting Support (Parenting Outreach)
- Universal Parenting - Solihull Approach train the trainers scheme

4. Surrey Heartlands - Delivery Board and Workstream Updates

The Surrey Heartlands Delivery Board met on 18 October. Each workstream presented an update on progress and any issues or risks that required escalation or resolution.

Some of the key points of note this month are:

- Ian Thomson has joined us temporarily as Interim Programme Director: Surrey Heartlands Integrated Care System Programme Management Office. He will be supported by Jade Winnett, now in post as PMO Manager. Ian's main focus will be to work with the workstream programme leads and BI to:
 - Ensure there has been deep dive on all workstreams that updates projects and

deliverables. To note 4 in completion by 31st Oct. All to be completed by end November

- workstream dashboards, RAG rated with measurable evaluation criteria
- logic models for each workstream

Jade will be undertaking PMO business as usual tasks, including the development of Delivery Board papers and the Transformation Board update.

- With the ongoing pace and development of work under the Planned Care workstream we are pleased to announce that the Surrey Heartlands CCGs have allocated Jane Williams (GWCCG Associate Director of Planned Care) into an interim role of Programme Director for Planned Care, until the end of March 2019.
- PwC attended Delivery Board to present their programme of work for the 5 – 10 year plan, of devolution strategic planning and modelling, and outlined where they may need to liaise with strategy and programme leads over the coming weeks.
- The Academy presented a Level 3 business case to secure our continued collaboration with the Institute of Health Improvement in the co-design of a learning and quality management system for Surrey Heartlands. The ongoing relationship was welcomed by the Delivery Board and endorsed for approval at Transformation Board (7 November). In addition the Cancer Workstream has requested inclusion as a 4th proof of concept area
- Workforce presented a deep dive session to Delivery Board. It covered how they are working to address a number of long-standing difficulties in ensuring the ICS has the right number of appropriately skilled individuals, deployed in the right way, to provide a safe supply of health and social care professionals to support new models of care. This will rely on new ways of working, using a change in skill-mix and in leadership and culture, and work within the challenge of financial constraint. Additionally, the workforce 'wellbeing' plan will be embedded in the workstream and a governance structure is being developed for the take and finish group. A workforce stakeholder meeting was held on 19 October to scope new initiatives and projects and the Workforce and Academy AHP event takes place on 14 November.
- Julie Fisher, former Deputy CEO of Surrey County Council, has been appointed as SRO for the Local Health and Care Record Exemplar (LHCRE) work we are doing collaboratively with Frimley and BOB STPs and Andrew Fenton has been appointed to post of Programme Director.
- The bespoke SystemOne module for Mental Health has now gone live.
- DrinkCoach is now ready for full launch, with communications being rolled out.
- Care UK has been announced as the preferred provider for the Surrey IUC (Integrated Urgent Care) service procurement, which brings together the delivery of NHS 111 and GP out of hours.
- Planned Care continues to work to develop system-wide planned care principles and a strategic planned care pathway, with the completion of phase 1. This involved desktop and qualitative research to look at what a 'good' planned care pathway might look like, and interviews across the system. This research will now be used to lead a world café session

at the H.G. Wells Centre in Woking on Wednesday 31 October. The aim of the event is to agree what makes a good planned care pathway, and what are the principles we should agree as system. People from across the system will agree the best practice pathway and principles on what 'good' planned care should look like. This work has been supported by the Transformation Board and Delivery Board.

- On work on understanding and addressing unwarranted variation looking at wider determinants of health is continuing. Key points to note are:
 - Public Health is working with Planning colleagues at district/borough and colleagues in Spatial Planning, Transport, Highways and Environment at Surrey County Council to develop 'Health and Planning Guidance'. The draft guidance has been developed to support planners with considering health in plan making and has a focus on influencing the socio-economic wider determinants of health. The guidance identifies three priority areas; air quality; promoting healthy weight; and older people's health
 - We are currently organising a Health and Planning workshop (date tbc) which will bring together health and planning colleagues to share knowledge both of planning processes/the local health landscape and explore opportunities for closer working to support health infrastructure and a healthy built environment
- Since September, Cllr Tim Oliver has been attending committee meetings for each district and borough in Surrey with Claire Fuller or Sarah Parker to discuss how we can improve working together, with a particular focus on the wider determinants of health and the role local authorities have in improving health and care outcomes for residents.

5. Academy Update

On 5 October the Academy hosted our second system-wide Connection event on the topic of Quality Improvement (QI). Professor Steve Powis, National Medical Director of NHS England, gave a national perspective on improvement. Speakers were also welcomed from Royal Free London and Imperial College to present their QI approaches. Amelia Brooks joined from the Institute for Health Improvement (IHI) to share their work to date with us on developing a system-wide approach to QI. The event also showcased a number of excellent local initiatives from Royal Surrey County Hospital, Ashford and St Peters Hospitals, Surrey and Borders NHS Foundation Trust and Kent Surrey and Sussex Academic Health Sciences Network.

The event was well attended by colleagues from across our partnership and we have received positive feedback. The next Connection event is now being planned within this quarterly series.

Institute of Health Improvement

The collaboration with the IHI continues to co-design a learning and quality management system for the ICS. Phase 1 of work has been extended, as the IHI work with key stakeholders to design our three proposed proof of concept areas: first 1000 days, CVD (10 less strokes a month) and social isolation. Work is progressing at pace for first 1000 days and CVD and the Academy are currently scoping the area of social isolation in more detail, as well as exploring a recent suggestion to develop a fourth proof of concept area around cancer, following discussions at Delivery Board.

The IHI will be visiting us 20 – 21 November 2018 to collaborate with the leads for each proof of concept areas and work with the Academy to plan phase 2. Professor Jason Leitch (National Clinical Director, NHS Scotland) will also be joining us and meeting with senior leaders as we begin to co-design the system leadership aspect of phase 2.

The business case for phase 2 (three-year collaboration with the IHI) went to Delivery Board on 18 October and was endorsed for approval to go via Transformation Board. The Academy continues to support this business case through the transformation funding process.

Population health management

In the past month transformation funding to support our population health management work has been secured from NHS England. Part of this funding will be used to establish SODA (Surrey Office of Data Analytics); a virtual way of working to ensure intelligence teams continue to cooperate and generate insights, using data available from all across the system to best inform local decision making. An audit of analytic workforce skills and capacity, supported by NHSE and Public Health England (PHE), is underway. Ten teams of analysts have already participated and the aim is to complete the audit with remaining teams by the end of November to inform the final SODA structure and operational model.

On 31 October we hosted a further system event looking at Health Inequalities with Professor Chris Bentley as our keynote speaker

Working with Industry

Work has been progressing to satisfy the Transformation Board with regard to the benefits and potential risks of working with GSK and Novartis (and any future offers from pharma companies). The team have explored how they already support with our system, how they successfully support in other ICS areas. The proposal for a next step is to run workshop to build transparency and trust to facilitate potential joint working that focusses on shared expertise.

6. 5 - 10 Year Strategic Planning

PwC have been appointed to complete a 10-week programme of work to support the system to develop a 5-10 year strategic plan for health and care in Surrey, alongside an activity and spend model. The strategic plan will set out priorities for the long-term, including wider determinants of health and well-being outcomes and their impact on finances and activity. This will also link in our commitments being developed as part of Surrey's 2030 vision and any key actions set out in the anticipated NHS Long term plan.

Over the past month PwC have engaged with stakeholders through a wide range of 1:1 interviews and discussions have taken place in a number of partnership groups such as the Joint Commissioning Committee and the Health and Wellbeing Board. The intention is for the strategic plan to become the new Health and Wellbeing Strategy. Over the next month, further work will be undertaken to refine the model and a workshop will take place on 7 November to agree priorities.

7. Devolution update

Devolution work over the last month has focussed on the development of an oversight and assurance model that empowers Surrey Heartlands to take a shared or leading role in decisions about oversight of trusts and CCGs, supported as necessary by NHS England and NHS Improvement, and with a commitment to minimising the administrative burden placed upon systems.

Specifically, this work will help us to:

- Achieve the ambitions (for system led assurance and oversight) set out in the Trilateral Agreement
- Meet commitments in the ICS MoU 2018/19

Over the last month, views have been sought from colleagues across the system - the next step in the work will be to translate this into an accountability framework describing the proposed changes to our assurance and governance arrangements.

8. Communications and Citizen Engagement

Key points to note this month are as follows:

- Nominees have now completed their presentation and interview process and the final HSJ award presentation will take place on 21 November at The Intercontinental O2. Surrey Heartlands has been nominated for 10 awards.
- Digital connecting care survey published; Surveys to support care record and patient portal are in development.
- Surrey Heartlands has received a national award with Healthwatch Surrey for our Citizen Ambassador programme. The Healthwatch England award category 'NHS 70' was designed to recognise NHS or social care organisations, teams or individuals who have put people at the heart of their care. Healthwatch Surrey highlighted how Surrey Heartlands is leading the way in giving local people the opportunity to co-design health and care service improvements through a 'Citizen-led Engagement and Communications' approach.
- Further to a request for case studies via workstreams, several 'patient stories' are currently in development. This includes a long term Type Two diabetes patient who has reversed his condition through diet and exercise as advised by a programme commissioned by Surrey Heartlands.
- Planning for new areas of focus for the Surrey Care Record is now under way, which includes further engagement with GPs and other partners.
- Members of the Communications team attending the Surrey Coalition for the Disabled AGM marketplace.
- Following focus groups with citizens in September in NW Surrey about OOH care, planning is underway to build upon the themes that emerged from the research in four deliberative sessions with citizens across NW Surrey in November and December.
- The Surrey Heartlands research team has appointed a Research and Engagement Officer who will be joining the team on 19 November.
- A renewal survey for Surrey Heartlands citizen panel members will be launched before the end of the month. The data collected will be used to provide more detailed profiling information to allow for more effective targeting. Members will also give their GDPR opt-in to receiving comms from the panel. There is an aim to increase membership to 3000 by the end of the year.
- At the request of NHS England, Rich Stockley, Head of Research and Engagement, will be providing peer support to NHS Dorset on a range of issues relating to good engagement across an ICS. They are looking to base this upon understanding the perceptions of key

people within the Dorset system.

- The Wellcome Trust project kicked off on 23 October at Maidstone Prison.
- During October it was confirmed that we have been supported with some of these communications and engagement projects with an additional £70,000 from NHS England

9. Key Forthcoming Events – for information

- 7 November - 5 - 10 year strategic modelling and planning workshop
- 8 November - Primary Care Homes Hackathon. Workshop to develop data tools for the PCNs. Bringing people and data from across the system together to ensure there is essential information available to support the development of new place-based models of care.
- 13 November – ICS development workstream mapping workshop
- 14 November – Allied Health Professionals conference
- 5 December – Transformation Board development session