

**SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP
TRANSFORMATION BOARD 3 OCTOBER 2018**

PROGRAMME DELIVERY UPDATE

Author: Jade Winnett, PMO Manager

Paper for: Information

1. Executive Summary

- Surrey Heartlands Integrated Care Systems (ICSs) have signed a Memorandum of Understanding with NHS England (NHSE) and NHS Improvement (NHSI), which will confirm and strengthen our commitment to working together in the future.
- To replace the former process of individual Commissioning Intentions for CCGs, Surrey Heartlands will develop system ambitions, agreed by all organisations within the Health and Care Partnership. This will build on our first single System Operating Plan narrative, which was developed in April 2018, and include our continued evolution as an Integrated Care System (ICS) with three Integrated Care Partnerships (ICPs).
- Price Waterhouse Copper (PwC) has been appointed to complete a 10-week programme of work to develop a 5-10 year strategic plan for Surrey, supported by an activity and spend model. This will be finalised after the publication of the anticipated update to the NHS plan.
- To help Surrey Heartlands achieve the ambition to be “assured and performance managed as place...” (Devolution Trilateral Agreement, June 2017), and meet our ICS MoU commitments, the partnership will be developing an oversight model of shared leadership in decisions about the oversight of delivery and impact of health and social care. This will be supported through our close working relationships with NHSE and NHSI, with a commitment to minimising the administrative burden placed upon systems. A paper is tabled for October’s Transformation Board consideration to ensure clarity of how this will be achieved and the relevant actions.
- ICPs have finalised and submitted business cases for transformational funding, which have been to the Delivery Board. These include a focus on winter surge funding, to enable the mobilisation of schemes to support winter planning.
- Partner organisations from across the Surrey Heartlands Health and Care Partnership have received 10 nominations in the Health Service Journal Awards for 2018, including two for innovative Health and Care Partnership programmes.
- Case studies will be developed to show the affects that programmes are having on patients and citizens.

2. Surrey Heartlands Transformation Funding 2018/19

Confirmation has now been received from NHSE that Surrey Heartlands will receive the full allocation of transformation funding for the national priorities. This means that £6.6m is available for local initiatives against which detailed projects are worked up in line with the agreed Investment Framework. The funds have been divided between the three ICP's, the development and sustainability of children's services and other local initiatives.

This now means that the scenario 2 funding bids (additional 4 business cases to original) are recommended for approval by the Transformation Board. These are:

Bids	Revised funding
Shared Decision Making	£57,871
Patient Portal	£59,400
Directory of Services	£44,384
Electronic Prescribing	£45,181
Pharmacy Supply Chain	£60,000
CVD Prevention	£13,725
Information Governance	£115,000
Medication Safety	£35,000
Planned Care Principles	£54,000
Improving Healthcare Together	£500,000
Single Point of Access	£70,000
Weybridge Rebuild	£15,000
Molesey Hospital	£144,000
Total:	£1,213,561

Integrated Care Partnership Bids

Following delegated approval by ICP Boards, business cases for bids against transformation funding were presented to September's Delivery Board by each of the three Surrey Heartlands ICPs; North West Surrey, Guildford and Waverley and Surrey Downs. The Delivery Board noted that all agreed funding was subject to a named financial lead sign off and the addition of evaluation criteria, to measure outcomes.

North West Surrey Integrated Care Partnership

Bids were approved for infrastructure spend (3 separate bids circa £384,000), support of Primary Care Networks and out of hospital engagement (£134,402). A business case for £600,000 winter surge funding, including the addition of a care home help line, additional support for discharge to access and renewal of a falls prevention piloted service, was recommended in principle to the Transformation Board for approval.

Surrey Downs Integrated Care Partnership

A bid was approved for the acceleration of local care models in the form of Primary Care Homes development, with a funding requirement of £203,000. A business case for £400,000 winter surge funding, which included additional MDT home based support, Primary Care earlier home visiting, a care home line, additional staff for Epsom hospital paediatric team, clinical acute 7-day working, senior clinical support, GP streaming (SASH), acute therapy staff and enhanced support for community prevention was recommended in principle to the Transformation Board for approval.

Guildford and Waverley Integrated Care Partnership

The following bids were approved:

- A care home line (£83,000).
- Additional GP in a car (£73,700).
- Additional practice sessions pre and post bank holidays (£25,000).
- Additional rapid and reablement resource (£100,000).
- CHC nurse assessor at RSCH (£22,700).
- Spot purchasing of care packages (£50,000).
- Primary care development funding, through Primary Care Homes (£105,700).
- Frailty programme (£175,900).

Women's & Children's Sustainability and Development

Bids will be resubmitted to the Delivery Board on 18 October, following actions to link in with aligned programmes of work, including prevention and primary care homes.

3. Surrey Heartlands - Delivery Board and Workstream Update

The Surrey Heartlands Delivery Board met on 20 September. Each workstream presented an update on progress and any issues or risks that required escalation or resolution.

Some of the key points of note from the workstreams this month are:

- Partner organisations from across the Surrey Heartlands Health and Care Partnership have received 10 nominations in the prestigious Health Service Journal Awards for 2018, including two for innovative Health and Care Partnership programmes; these are the Maternity Advice Line and Surrey Heartlands Integrated Care System 'whole system' approach to supporting carers' health and wellbeing through its Memorandum of Understanding 'Together for Carers'.
- CAHMS is now included within the Women and Children's workstream. A refreshed focus/governance structure is in development with partner's and the Children's Strategy

Group. The focus for delivery will be on the first 1000 days and CAMHS.

- A decision was made for perinatal mental health to straddle both the Women and Children's and Mental Health programme boards, given its alignment to both.
- Surrey Heartlands Maternity Voices Partnership has now successfully launched.
- The chest pain pathway review has now started.
- Partnership sessions on designing the community pharmacy detection-led blood pressure plus project was held and will be used to inform training, recruitment and a detailed service specification, moving forward.
- A programme plan for the Pharmacy Transformation programme has now been developed and will be presented to the next programme board.
- The diabetes programme has now launched the HCP educational programme across Surrey Heartlands. Care home education events have also been launched.

4. Academy Update

The second Clinic Connect event – now rebranded as a Connection Conference – takes place on 5th October in Woking. The theme is Quality Improvement and Professor Steve Powis, National Medical Director of NHS England, is the keynote speaker. Other speakers include Dr Chris Streather, Group Chief Medical Director at Royal Free London, Dr Bob Klaber, Consultant General Paediatrician at Imperial College, Dr James Adams, Clinical Lead of the Acute Frailty Network Project at Royal Surrey County Hospital and Liz Holland, Head of Clinical Effectiveness at Surrey and Borders Partnership.

The Academy is hosting a visit from Dr Andrew Goddard, President of the Royal College of Physicians, on 29 November and this will include a significant focus on secondary care and its role within the developing system.

Population health management

New transformation funding has been offered by NHS England to inform population health management. Part of this funding will be used to support the development of a population health management strategy for Surrey Heartlands, which will set a common understanding of across each different tier of the system, from communities and Primary Care Networks feeding up into ICPs and then Surrey Heartlands as a whole. All system tiers are already implementing population health management approaches and the strategy will ensure that we coordinate actions taken at each tier.

A draft vision for SODA (the Surrey Office of Data Analytics) was agreed at the last Transformation Board. This “virtual office” will bring together intelligence leads from across the system to prioritise, plan and deliver projects where analyst teams need to work together. SODA will generate new insights to inform decision making and maximise the value of the data we collect and manage. The next step in this project is an audit of the analytic workforce capacity and capability, supported by NHSE and Public Health England (PHE).

The September Academy Forum included a workshop focused on the next data Hackathon. A

Hackathon is a day where analysts work intensively with decision-makers to produce new and innovative displays of data. The next one will focus on new place-based models of care at the 30-50,000 population level. At the Academy workshop GPs leading the local PCNs/PCH programme were invited to join regular members of the Academy to come up with ideas of problems to tackle and data products to be produced in the next event, to be held in November. A short-list of ideas has been produced and the final decision of which areas to focus on will be decided in conjunction with local GPs. Learning from the Hackathon project is being used in the development of SODA.

Health inequalities

On 31 October Surrey Heartlands will have a visit from Professor Chris Bentley, along with health inequalities leads from NHE and PHE. Professor Chris Bentley will bring a wealth of expertise in supporting local action on health inequalities from his experience leading the original Health Inequalities National Support Team. They will run a workshop to take stock of actions we are taking to address health inequalities across the Surrey Health and Care Partnership and work with us to help our integrated system develop and progress those approaches.

5. Communications and Citizen Engagement

Key points to note this month are as follows:

- Case studies will be developed to show the affects that programmes are having on patients and citizens.
- Work on the Surrey Care Record (SCR) has continued, following the go live on 29 August 2018. FAQs have been updated on the website following public enquiries. An equality impact assessment report has been completed, to look at how we can ensure that the programme benefits all. Engagement continues with GPs and acute partners following launch.
- Members of the Communications team have been working to support the Surrey Heartlands Connection Event, as per the academy update.
- A number of online GP services workshops took place, with citizens from panel and attended by one of Surrey Heartlands citizen ambassadors. These workshops built on themes collated through an online survey with the citizen panel.
- A panel survey took place looking at healthy ageing. Survey with citizens on Surrey Heartlands panel (aged over 55 years) tested key healthy ageing themes to put forward for Industrial Strategy (Healthy Ageing) Challenge funding bid.
- A number of in-depth interviews took place within the Surrey Heartlands workforce, stakeholders and citizens to look at planned care pathways. Desk research is being carried out concurrently with the primary research to establish principles of planned care pathways.

6. Events - update

A number of events will be taking place over the next couple of months:

- **5 October** – Academy Connection event, with Keynote speaker Prof. Stephen Powis, National Medical Director of NHS England and Professor of Renal Medicine at University College London
- **31 October** - Workplace Wellbeing workshop for businesses - the third annual Surrey social value exhibition, helping businesses and communities work together to make Surrey a better place to live and work.
- **14/15 November** – Allied Health Professionals two-day conference with Suzanne Rastrick.
- **5 December** – Board development session