

## **SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP**

### **PROGRAMME UPDATE: DECEMBER 2018**

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**For Information:** Surrey Heartlands AO Integrated Assurance and Oversight Group (8<sup>th</sup> Jan) and Delivery Board (24<sup>th</sup> Jan 2019)

**Date:** 7<sup>th</sup> Jan 2019

#### **1. Executive Summary**

- NHS long-term plan expected Dec - release 7 January 2019
- Capital funding bids have been awarded within estates to support the move of beds from New Epsom & Ewell Community Hospital (NEECH) to Epsom Hospital, and to support the Surrey and Borders estate with the development of community hubs
- Development of our Integrated Care System continues. Following discussion with Transformation Board on 5 December, members agreed some key areas where work should commence at place or scale. Importantly the Board agreed that this will need to be a systematic process and things won't change suddenly on 1st April, with more to do on the arrangements that underpin this work. We have agreed 4 key ICS Development Workstreams (Care Design and Delivery Model; Supporting Infrastructure Design and Delivery Model; System Architecture and Assurance Design and Quality) supported by comms and engagement.
- Work is being undertaken across the Surrey Heartlands footprints, in consideration of Brexit outcomes
- The Perinatal Mental Health service is now live across three Surrey Heartlands Trusts
- We have been working with the NHS Leadership Academy to bring their national Mary Seacole programme locally to Surrey Heartlands. December saw the launch of applications of Mary Seacole local for first time leaders in health or social care. In addition we have been designing a leadership programme for 500 aspiring leaders and change agents (Surrey 500) tailored to supporting delivery of our Surrey Heartlands vision, objectives and priorities. Launch is anticipated in April 2019.
- New branding has now been developed for Surrey Heartlands and has been circulated for use.

#### **2. National and Regional News –**

- The release of the NHS Long Term plan, was delayed in December, with planning guidance being issued. The final plan was published on 7 January 2019 and has been circulated to staff. It provides a guarantee that investment in primary, community and mental health care

will grow faster than the growing overall NHS budget. The aim of the plan is to save almost half a million more lives with practical action on major killer conditions and investment in world class, cutting edge treatments including genomic tests for every child with cancer. Focus is placed on the use of new technologies, increased mental health support for children and young people, investment in early detection, and prevention. Women and children's services, cardiac services, and stroke prevention are also high on the agenda, with high investment on tackling the major physical conditions and mental health. Further information is available at: [www.england.nhs.uk/long-term-plan/](http://www.england.nhs.uk/long-term-plan/).

- The KSS ASHN have not officially launched their innovation exchange, which brings together a whole system approach to matching innovation to locally identified challenges. More information is available at: <https://www.kssahsn.net/what-we-do/Pages/Innovation-exchange.aspx>
- A new report from NHS Digital has highlighted how 'savvy' maternity services are across the country for the use of new technologies. This is emphasised locally by our own Better Births programme, which recently saw a 100% uptake for mums signing up for Badgernet, when launched at Royal Surrey County Hospital. News article available at: <https://digital.nhs.uk/news-and-events/latest-news/insight-into-digital-uptake-in-maternity-services-aims-to-bring-benefits-of-technology-to-mums>.
- Health Education England and Public Health will be launching their new Population Wellbeing Portal in 2019. The Portal will be free to access by anyone who can positively impact public health and wellbeing and it will offer free access to education, training and professional development resources. The Portal will also provide a central location for numerous resources, brought together from multiple sources. If you would like to know more please contact: [population.wellbeing@e-lfh.org.uk](mailto:population.wellbeing@e-lfh.org.uk). A link will be circulated when the portal goes live.

### **3. 5 - 10 Year Strategic Planning**

PwC were appointed in October 2018 to support the system to develop a single, 10 year plan for all partners across Surrey to address the health and wellbeing outcomes of Surrey's residents. This plan aims to be ambitious in reach and scope and link explicitly to Surrey's 2030 vision work and draw together and sit over other plans and strategies across the patch. This plan will bring together a wide range of partners including police and VCFS and will ultimately become the Health and Wellbeing Strategy.

Over the past month PwC have continued to engage with a wide range of stakeholders, including a discussion at the Joint Commissioning Committee on 19 December, and have refined the priority areas of focus and identified outcomes and metrics for each relevant cohort. The next stage is to complete the modelling to show the impact on finance and activity of achieving outcomes across the system.

Now the NHS 10 year plan is published we will also ensure our emerging plan reflects this.

A wider workshop will be held on 24 January 2019 which will focus on discussing the ambition of the system and agreeing the target outcomes. The draft plan will be presented to the informal Health and Wellbeing Board on 7 February 2019 with the aim of having a finalised new strategy for sign off at the Health and Wellbeing Board in March

#### 4. Integrated Care System – Development Programme Board

We have established a dedicated Programme Board to lead the work on designing our integrated system for delivery, support functions and assurance at scale and at place. Our key ICS Development Workstreams are:

1. **Care Design and Delivery Model** - Agreeing what should be delivered ‘at scale’ and ‘at place’; supporting development of programme plans for ‘at scale’ and ‘at place’ (ICPs)
2. **Supporting Infrastructure Design and Delivery Model** - Agreeing and prioritising system-wide services that enable the delivery of care and managing the delivery of transformation within those services in line with the ICS ambitions
3. **System Architecture and Assurance Design** - managing the process to achieve ICS Level 3 (system led) assurance from 1 April 2019 and identify and enable any required changes to decision making
4. **Quality** - Agreeing and promoting an agreed vision and understanding of quality, developing a set of shared principles for quality, aligning the ICS quality governance structure with the CCG quality governance structure and driving MDT clinical leadership and engagement
5. **Communications and Engagement** - Developing clear and consistent messaging around ICS ambitions, progress and updates and developing and implementing a clear plan for both internal and external communications

At the Surrey Heartlands Transformation Board on 5 December, members spent time reviewing the key workstreams which will support our journey to becoming a fully integrated care system (ICS) and why this is going to make the system better – i.e. improvements for our citizens and staff. Transformation Board members agreed some key principles about where things should be sitting at scale (i.e. which services are better considered across the Surrey Heartlands geography or wider), and those which are better delivered at place (i.e. more locally, through our emerging Integrated Care Partnerships or even more locally at Primary Care Network level).

The Board also discussed:

- how we plan to engage staff who sit within those support services we have identified as priority areas for more collaborative working, through a series of interactive workshops – more details to follow
- the changes which will be needed to support the underpinning assurance, including our relationships with NHSE/I; and the need to be clear about what we mean by quality (which we will need to test with staff and citizens) and how we embed quality across the system in a systematic and consistent way.

#### 5. Surrey Heartlands Delivery Board and Workstream Update

There was no Delivery Board in December, however, workstream updates were circulated to members, and any issues or risks that required escalation or resolution have been highlighted, as appropriate.

Some of the key points of note this month are:

- Capital funding bids have been awarded within estates to support the move of beds from New Epsom & Ewell Community Hospital (NEECH) to Epsom Hospital (£7.4m), and to support the Surrey and Borders estate with the development of community hubs (£4m). Bids were also received by SECamb for their ‘Make Ready Centre’ sites.

- Future to the World Café event and relevant workshops, the Planned Care workstream have developed a draft Planned Care pathway and principles. These have been sent for comment to Delivery Board members for information and feedback.
- The Women and Children's programme held the first workshops for First 1000 days (with emerging priorities of focus potentially (i) Identification of missed developmental milestones & (ii) Maternal mental health), and the Design Council Young Parents project. In addition a service proposal has been drafted for a Parenting Outreach project, in alignment with SCC.
- The Wider Determinants of Health Framework went to the Health & Wellbeing Board on 6 December.
- Following the formal launch of the Perinatal Mental Health Service in the three acute Trusts on 14 November 2018, the first North West Perinatal MDT took place on 6 December. 61 referrals were received from the launch date until end November. The Perinatal MH service has also received funding to train GP Champions across Kent, Surrey and Sussex.
- Work has been developing to integrate the Pharmacy Transformation and Medicines Optimisation workstreams. In addition, approval has been granted to recruit an Interim Director of Pharmacy and Meds Ops as part of the 12-month National Pilot.
- The Primary Care Workforce Transformation sub-group of the Workforce workstream has formed, chaired by Colin Thompson, and had their first meeting in December.
- The Mary Seacole leadership local programme has been rolled out, tailored to Surrey Heartlands. The first cohort starts in early 2019 and will run throughout the year.
- Dr Chrissie Clayton presented the Cancer prevention agenda to the Prevention Board on 5 December, to enable alignment across the two workstreams.
- A new Citizen Ambassador has been recruited for the Mental Health workstream, and will join us in January 2019.
- Ian Thomson remains with Surrey Heartlands PMO until end February 2018, to support the development of programme reporting mechanisms for 2019/20. PMO continue to upload documents to the NHS Future Collaboration Workspace, for wider circulation.

## **6. Surrey Heartlands Transformation Funding 2018/19**

Spend as planned and the impact of our 2018/19 funding allocations will be monitored via our Delivery Board. Next steps are to review the process for the submission of business cases for 2019/20, which will include a review of IG procedures. Programmes are asked to use the current templates as a guide prior to March 2019 whilst we awaiting clarity of the 2019/20 allocation.

## **7. Academy Update**

During this reporting period the Academy organised the visit of the President of the Royal College of Physicians hosted by Ashford and St Peters NHS Trust. Dr Andrew Goddard spoke about the role of the RCP in supporting transformational change and in particular their recent report on the future of Outpatients. A link to the report and further information can be found on the blog post here <http://surreyheartlands.uk/outpatients-the-future>.

### ***Outcome Setting***

This work is progressing but further discussions with ICP leads on agreement over clinical priorities and outcomes as part of system planning are required. The Academy will discuss this at their next steering group, with a view to bringing a paper to ICP development board in January to manage the dependencies.

### ***Clinical Workforce Ambassador Programme***

The programme now has two additional roles in post. The first is a project manager to support development and roll out of the programme and the second is the first clinical workforce ambassador who is a GP and will prioritise working with the CVD workstream, to support primary care engagement for their work.

### ***Quality Institute of Health Improvement***

As part of our transformation journey to develop a system wide quality improvement system and methodology the Institute of Health Improvement and NHS Scotland visited and ran workshops with Surrey Heartlands 20 – 22 November). Senior leaders met with Professor Jason Leitch (National Clinical Director, NHS Scotland) and IHI. Proof of concept teams were created focussing on how we use can QI methodology to look at our ambitions using 3 examples from our objectives for *start well, live well and age well* (children, CVD and social isolation in older people). They completed the early stages in the improvement methodology phase looking at purpose of the change work, clarifying stakeholders and population cohorts.

A business case for a 2-3 year QI transformation programme is being updated following comments from the Transformation Board and these visits.

### ***Population Health***

Work has restarted to achieve the Go Live for the Surrey Office of Data Analytics (SODA) in April 2019. A project manager post will be advertised in January. A second hackathon was completed for primary care networks and the visualisations for this and the previous CVD hackathon are now available on Surrey.i. The focus now is on getting sign off at the next Delivery Board for the Population Health strategy and to integrate the population health approach into the outcomes setting work.

### ***Innovation***

KSS AHSN in partnership with the Academy took a paper to November Delivery Board outlining phase 2 of the Innovation work for Surrey Heartlands. The paper proposed a more targeted approach than had been pursued to date and following Board agreement, this approach was kick started on 12 December 2018 at an Academy Forum meeting where the workstreams were introduced to the AHSN Innovation navigators' role and how they can support workstreams to identify and include innovation is part of their transformation plans. The workshop sessions and separate meetings with workstream leads have identified themes by workstream where validation activity can be undertaken to test and spread innovation. Priorities will be presented to the Delivery Board in the New Year.

### ***Working with Industry***

The commercial development strategy will be discussed at the Academy Programme Board in January. In the meantime, work is progressing to design the immersion workshop with Novartis in February to collaboratively design the potential partnership for Delivery Board review. Two case studies with the diabetes and CVD workstreams are in progress to learn from their current experiences with implementing industry partnership at a system level. Work is also underway to understand and analyse the current governance framework for these system-level projects. Other areas in development include engagement around a proposal from GSK focusing on reducing carbon

emissions and initial conversations with Roche around lung health checks.

## 8. Communications and Citizen Engagement

Key points to note this month are as follows:

- The team participated in the second Thames Valley and Surrey Local Health and Care Records Partnership (LHCRE) event, contributing engagement insights gained from experience with the Surrey Care Record. As well as giving up updates on progress, NHS England's Head of Architecture and Cyber Security Indi Singh and members of the programme team outlined expectations and progress to date. The meeting explored what's working well in other areas and began to develop a long term vision for the health and care records partnership.
- We are focusing on capture and media development of citizen, patient and workforce stories that demonstrate our local successes in areas of health and social care integration. They will be used to demonstrate the work of the ICS through a variety of digital communications channels ranging from our own website and social media to our YouTube channel.
- A refresh of the Surrey Heartlands internal communications strategy is in development.
- Following the Planned Care Principles World Café event and an initial briefing, we are developing communications and engagement advice and support for the Planned Care Principles project which aims to support the several clinical workstreams within the overarching Planned Care programme.
- Exploring options to develop greater Surrey Heartlands involvement in Healthy Surrey website, particularly in terms of supporting interventional activity such as public Atrial Fibrillation and Hypertension testing
- Updating Women & Children's Services web material to reflect the progress made by the workstream, particularly in respect of the founding and ongoing growth of the Maternity Advice Line.
- Work is underway with Healthwatch Surrey to revise the Citizens Ambassador programme Service Specification ahead of the renewal of their contracts. For maximum benefit across the system, reporting on the insight CAs gain from discussions with local people and communities will be a key focus in 2019.
- Four deliberative events took place in November and December to gain information to help inform plans for urgent care, and in particular plans for Urgent Treatment Centres, in North West Surrey. The events were geographically spread out to capture views from a diverse range of citizens. The session in Chertsey was professionally recruited to match the age and gender profile of the Surrey Heartlands population and to ensure people who do not already consistently engage in service change within the NHS were involved in this process.
- After a tender process, we have commissioned bpr-pharma to carry out a mixed methods research project at St Peter's Hospital to feed into the redesign of their A&E department. The project will consist of qualitative focus groups with A&E/UTC users at St Peter's hospital as well as an on-site exit survey. Fieldwork will be conducted in January 2019.
- Following three months of refreshing and updating the panel with the help of an external

recruitment agency, we are ready to launch surveys in 2019 to the new panel. Work will continue around building up panel numbers. The first survey we are preparing is a self-care survey which we are designing with the help of a Darzi fellow. The findings will also feed into the prevention workstream.

- Following a focus group in May in which carers and practitioners working with people with Down's syndrome helped to co-produce a person-centred interview process, a target audience has been determined for interview. The purpose of the interview is to determine some recommendations that will improve the experience for people accessing care specifically during prevention and diagnosis. Participants need to be recruited and interviews with the individuals with Down's syndrome and people in their immediate circle will be interviewed around late February.
- Interviews have commenced for the Workforce Ambassador Programme to determine its scope. These interviews will continue in January.

## **9. Key Forthcoming System Events – for information**

- 24 January – 5 - 10 year strategic modelling and planning - workshop 2
- 1 February - Developing our story in Surrey Heartlands - interactive narrative workshop (supported by NHS England)