

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

### **PROGRAMME UPDATE: January 2019**

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

- Following the release of the NHS long-term plan on 7 January 2019, we will need to publish a Surrey Heartlands 2019/20 plan by April, followed by a five-year plan by the autumn. This fits with work we have already begun and the development of integrated System Ambitions
- We have implemented new governance architecture approved in December. This includes the establishment of the Surrey Heartlands Oversight and Assurance Group with all accountable officers. This will support our move to level 3 maturity as an Integrated Care System and enable us to take the lead on oversight for the majority of oversight functions/responsibilities locally.
- The first draft of Surrey Heartlands 10-year Strategic Plan for Health and Wellbeing is now available and will go to the Health and Wellbeing Board on 7 February 2019 for endorsement. This proposal will go out for system and public engagement, with an aim to approval a final plan at the Surrey Health and Wellbeing Board on 4 April 2019.
- A Communications & Engagement Strategy for the ICS has been developed and will be published on our website after System Board approval
- A Surrey Heartlands Digital Strategy has been developed and shared across our partnership. It will be published on our website after System Board approval
- Pharmacy Transformation and Medicines Optimisation have merged into one workstream.
- ICS Development is underway, with an updated governance structure for Boards shared across the system. Invitations have been sent out for workshops, which take place over the coming months to support this work. In addition, work has commenced to create a single executive leadership team for the ICS.
- Surrey Heartlands new midwifery-led Pregnancy Advice Line has been shortlisted for two further awards – one for a prestigious British Journal of Midwifery (BJM) award and the second for London Maternity and Midwifery Festival awards.

## 2. National and Regional News –

- Further coverage has been released, outlining the priorities of the NHS Long Term Plan, released on 7 January 2019. Areas of focus can be summarised into three main parts: making sure everyone gets the best start in life, delivering world class care for major health problems, and supporting people to age well. Further information is available at: [www.longtermplan.nhs.uk/](http://www.longtermplan.nhs.uk/).
- Health Education England have joined forces with the Florence Nightingale Foundation to offer career development opportunities to recognise the contribution of Learning Disabilities Nurses. More information available at: <https://florence-nightingale-foundation.org.uk/leadership-programme-for-learning-disability-nurses/>.
- The NHS App has started its public rollout, and is now available via Apple App and Google Play stores. The full function of the App (requiring GP practice system alignment) will include the ability to book and manage GP appointments, order repeat prescriptions, view medical records, check symptoms with 111, register as an organ donor, and choose whether data is used for research and planning. Individuals can see whether their GP practice is connected when they open the app for the first time. NHSE expect all practices to be connect by 1 July 2019. Further information available at: [www.nhs.uk/nhsapp](http://www.nhs.uk/nhsapp).

## 3. Governance

January saw the further evolution of our system governance. We implemented the governance architecture approved by Transformation Board in December, which included the establishment of the Surrey Heartlands Oversight and Assurance Group. This supports our move to level 3 maturity as an Integrated Care System and builds further on the opportunities of our devolution agreement. We aim to be assured as level 3 by April 2019, taking the lead on oversight for the majority of oversight functions/responsibilities (within existing statutory framework) to instruct/draw down on regulators powers. The Transformation Board was renamed as the System Board.

## 4. Planning

### a) Strategic Planning – moving to a 10-year plan for Health and Wellbeing in Surrey

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, taking into account the NHS Long Term Plan and draw together 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.

The first draft of the strategy is now available. A workshop on 24 January 2019, focused on the ambition of the system, the 'art of the possible' and actions to make the strategic plan real. Subject to endorsement from the Health and Wellbeing Board on 7 February 2019, the engagement period for the draft plan will start on 14 February and close on 28 March to invite further comments from stakeholders, including the public. The aim is to sign off the final strategy at the Health and

Wellbeing Board on 4 April 2019.

Further work is underway within this to clarify our response to the NHS Long Term Plan, particularly where priorities are not currently addressed by our draft Surrey-wide strategic plan.

## **b) System Ambitions (Operational planning) for 2019/20**

Commissioners and providers have been working together are working closely to align activity, workforce and finance. We have shared narrative for our System Ambitions and during January we have been finalising Operational Planning 2019/20 Demand and Capacity submissions for NHSE following publication of the NHS Long term plan.

## **5. ICS Development Update**

During January, the ICS development workstreams have focused on the following:

**Care Design and Delivery Model** – Agreement to pursue integrated decision-making between the NHS and the local authority and the ICS Development Programme Board agreed the four ‘at scale’ priority areas: Mental Health, Children’s, Learning Disabilities, and Continuing Healthcare (CHC). Work has begun to explore options for at-scale architecture.

**Supporting Infrastructure Design and Delivery Model** – Invitations have been sent for workshops with the five prioritised support functions (information governance, intelligence, medicines management, performance management and service design and transformation) in February. External facilitators have been identified and the working group is designing workshop materials.

**System Architecture and Assurance Design** – exploration of assurance responsibilities at ICS and ICP level and the ‘art of the possible’. Assurance architecture diagram further refined to reflect feedback e.g. the role of health and social care scrutiny, as well as the relationship between the sovereign bodies and the ‘at scale’ and ‘at place’ boards and structures. Ongoing engagement with NED/lay members has been taking place to explore involvement in assurance and oversight within the new architecture. In addition, work has commenced to create a single executive leadership team for the ICS.

**Quality** – During January we have explored the scope and opportunities ICS Quality Improvement and surveillance. Key stakeholder engagement in January has been with the Surrey Oversight and Assurance Group, regional NHSE/I quality teams, and the Surrey Joint Commissioning Committee. A wider system quality mapping workshop to shape and develop our vision will take place in February.

## **6. Working with other Integrated Care Systems/STPs:**

We continue to be involved in national and regional peer development meetings including sharing learning from our system. In January this particularly focused on sharing learning about our work to tackle diabetes, improve maternal health care, redesign outpatients and engage both

citizens and our workforce.

We have also been working closely with the Frimley and East Surrey system to maximise our joint working to benefit our shared citizens. We are in particular progressing work with partners in East Surrey to clarify future working within Surrey Heartlands ICS.

## 7. Delivery: Update from Transformation Workstreams

The Surrey Heartlands Delivery Board met on 24 January 2019. Each workstream presented an update on progress and any issues or risks that required escalation or resolution. In addition to this focus was placed on reviewing the deliverables for each workstream that were set for December 2018, and highlighting where additional support was required to achieve set outcomes by end March 2019.

Some of the key points of note this month are:

- Julie Fisher, Senior Responsible Officer for Thames Valley and Surrey Local Health and Care Records Partnership, attended to provide an update on the LHCR (pronounced 'Laker') programme. Following procurement, a preferred supplier for the data platform has been identified, subject to due diligence. System Board in February will be requested to endorse signing a Partnership agreement for this work which details expectations including investment requirements.
- The digital workstream provided an update on the developing system-wide Digital Strategy
- A proposal was agreed to support a one-year pilot using the Zarit Burden Interview scale as a metric for measuring carer burden. The pilot will focus within General Practice and our Carers Breaks service, with the intention to test its utility in other parts of the health and care system.
- The Making Every Contact Count (MECC) programme have had to cancel a number of training sessions, due to individuals cancelling at short-notice. MECC has been instrumental to embedding a preventative culture within our organisations, and ensuring that individuals at all levels are trained to offer advice and support, at any point of patient/citizen contact. Strategy leads have been asked to support with embedding MECC into workforce plans, and MECC will be attending various programme and ICP boards to raise awareness of the programme and the benefits in training offered.
- Planned Care Principles have been developed by the Planned Care Board supported by the Academy. These now been circulated to all Delivery Board members for comments, with a final document going to System Board on 6 February for endorsement after which they will be published for use across our system.
- Surrey Heartlands new midwifery-led Pregnancy Advice Line has been shortlisted for two more awards – one for a prestigious British Journal of Midwifery (BJM) award and the second for London Maternity and Midwifery Festival awards.
- Suicide has now been included within the Surrey-wide strategy as a 'never' event and the

engagement on reviewing the suicide prevention strategy has now been completed, via focus groups, online surveys and 1:1 interviews.

- The Out of Hospital (OoH) Programme Board has now dissolved with the intention of starting an Urgent and Emergency Care Programme Board in its place. An OoH workshop is being held on 1 Feb 2019 to look at the logic model for the programme moving forward.
- With agreement from Delivery Board, the Acute Pharmacy and Medicines Optimisation programmes are merging governance processes so they have one point of oversight and escalation moving forward. This is due to alignment of national priorities and interdependencies between the two programmes, including Board membership. Linda Honey will remain as Strategy Lead, with Graham Wareham supporting the programme as Senior Finance Lead.
- A sub-group of the Surrey Heartlands Workforce Action Board has formed to concentrate on Primary Care Workforce Transformation. This will be chaired by Colin Thompson, Managing Director of Surrey Downs Clinical Commissioning Group, and Strategy Lead for Primary Care. A Primary Care Workforce Strategy has been developed
- The new ICS Communications & Engagement Strategy was presented to, and endorsed by Delivery Board. The Board also received a presentation on the work being taken forward as part of the strategy, including shared internal communications across the 11 organisations, and a wealth of blogs and patient case studies showcasing improved patient outcomes. These are available through Surrey Heartlands social media accounts and the website: [www.surreyheartlands.uk](http://www.surreyheartlands.uk).
- The Academy provided an update on Population Health Management, which focuses on improving the physical and mental health outcomes and wellbeing of people, whilst reducing health inequalities within and across a defined population. A 10-week plan will be in place to take the programme to April 2019. Please see the Academy section below for further information.
- January saw the start of developing a placed based system leadership development programme called Surrey 500. The aim is to design and launch a new place-based system leadership programme by April 2019, providing leadership development for 500 people in the Surrey Heartlands system. Developing these skills locally across a wide workforce working on real-time issues is seen as a positive enabler to support our communities of workforce in delivering our partnership ambitions.

## 8. Academy

The Academy has an ambitious agenda. As January closes, the Academy is reporting two projects requiring system support to progress (clinical outcome setting and developing quality improvement as a system). Governance and project plans have been strengthened to support our Population Health management work, including the establishment of a Surrey Office of Data Analytics by April 2019, including recruitment to a strategic lead for PHM with the departure of the

interim lead. The Academy is focusing on delivery planning for Q4 deliverables against three projects (CVD pilot for clinical engagement; establishing SODA and creating a Surrey 500 leadership course) with ten week plans in place to achieve this. Key events in February include the “Working with Industry” workshop with Novartis; the primary care logic model review workshop and the Surrey 500 design workshop. In addition to this, work is ongoing to support the Outpatient redesign project collaboration with ASPH, the Royal College of Physicians and the Royal Academy of Engineering). We have received some funding from NHSE for Q4 to accelerate our work on Surrey 500 and the Outpatient redesign work.

### ***Clinical Outcome Setting***

The Academy has reviewed all five clinical workstreams in relation to outcome setting and one (CVD) has been through a formal outcome setting process. The learning for this has been used to draft a change cycle where outcome setting is the first stage. This draft process will be further developed at the Primary care workstreams Logic model review on 4 February 2019. Further development is dependent upon the ICS system development work; requirements of system assurance; the PWC 10-year plan and ICP development programmes. This will allow system wide agreement on definition of system transformation outcomes/the outcome setting process/monitoring and reporting of progress against system outcomes.

### ***Quality Improvement***

The ICS development work has led to the setting up of a Quality workstream, which is currently establishing its remit through system wide engagement. The Academy has drafted a business case to seek a Quality Improvement partner to support cross system QI methodology and work together on 3 key proof of concept areas (children, social isolation and CVD). This will be reviewed once 2019/20 transformation funding is confirmed. To build on the work in November on proof of concept, the Academy is seeking support from QI leads in our local organisations to support the CVD, Women and Children’s and social isolation workstreams to extend the proof of concept into their 2019/20 planning work.

### ***Population Health Management and SODA***

Following discussions at Delivery Board, SODA will focus on the following areas:

- a) Governance, funding, and resources to support system wide working (e.g. prioritisation of system wide project work requiring BI support)
- b) System wide population health management including NHSE links
- c) Delivery of system wide project work requiring BI support e.g. Health Foundation Hackathon project.
- d) Evaluation support to system programmes.

SODA will be linked in to the development of a system wide assurance dashboard but not responsible for delivery. Academy focus is on a 10 week plan to ensure SODA is a viable entity from 1 April 2019.

## **9. Communications and Citizen Engagement**

Key points to note this month are as follows:

- Weekly blogs from a variety of authors are now being published on the Surrey Heartlands website highlighting key areas of interest and reflecting current health and care themes.

- Our first two 'patient stories', demonstrating the successful work of the ICS in areas of health and social care integration, have been published through a variety of digital communications channels ranging from our own website and social media to our YouTube channel.
- A refreshed Surrey Heartlands communications and citizen engagement strategy has been developed. Endorsed at ICS Delivery and Development Boards it is expected to be published after System Board approval in early Feb.
- Surrey Care Record communications tools and planning have been shared with Thames Valley & Surrey LHCR integrated digital care records programme for use as potential templates for partner ICS and STP areas.
- Interviews have continued for the Workforce Ambassador Programme to determine its scope.
- The Surrey Heartlands Health & Care Partnership Communications and Engagement Leads Group met, focusing on an ICS implementation plan and a pack to support generic communications across all organisations.
- Participation in advance and subsequent national briefings on publication of the NHS Long Term Plan from Sian Jarvis, Director of External Affairs (NHSI) and Simon Enright, Director of Communications (NHSE).
- The Citizens Ambassador programme Service Specification has been revised to meet 2019 system requirements and is being renewed for a further year, with Healthwatch Surrey as our service provider managing the seven Citizen Ambassadors.
- BPR-Pharma completed fieldwork for the St Peter's A&E redesign project; exit interviews were conducted at A&E on the 15 January 2019 and three patient /carer focus groups took place 21 and 22 January. The full debrief will be presented by BPR-Pharma on 4 February.
- The refreshed Surrey Heartlands citizen panel was launched in January with the Self-care survey. The survey has received 450 responses to date, a response rate of 33%. The survey will remain open on the panel until 4 February 2019.
- Preparations to take a research brief out to tender for the redevelopment of the Healthy Surrey website is underway with the Public Health team at Surrey County Council (SCC). The scope of the research project will be test usability as part of the overall user experience as well as assess online content needs amongst different user groups.
- The team completed the set-up meeting for stage 2 of the LD and Dementia project. Research materials are with the clinical lead for sign off.
- The team kicked off the 'participation game' project with UCL and Hellon. The team are establishing who will take part in the stakeholder interviews and the design group. They are also scoping out a potential pilot project with Programme Managers.
- Stage 2 of the prisons secondary care project got underway at the beginning of January and

will run through to the end of February.

- The team ran a webinar on citizen panels for NHSE and provided support for the 15 areas that won funding from NHSE to set up their own panels.

## **10. Surrey Heartlands Transformation Funding**

The Investment Framework is updated to reference the change in name of the Transformation Board to System Board from Jan 2019. The prioritisation criteria used last year will be reviews ahead of launch for submission of business cases against 2019/20 Transformation Funds. Launch of bids to Boards will be able to commence once allocations from NHSE are confirmed and System Board has approved the process – April 2019

## **11. Forthcoming Events and Workshops – for information**

- 4 February – Out of Hospital Programme Logic Model Workshop
- 8 February – Surrey 500 Design Workshop
- 8 February – ICS Workshop: Medicines Management
- 13 February – ICS Workshop: Service Delivery and Transformation
- 13 February – Academy Forum
- 15 February – ICS Workshop: Information Governance
- 26 February - Integrating Pharmacy and Medicines Optimisation into Integrated Care Systems (IPMO) – Surrey Heartlands hosting Regional Event
- 26 February - Quality Workshop: Developing our Shared Vision for Quality
- 5 March – Hackathon: Children’s programme
- 7 March – ICS Workshop: Intelligence
- 7 March – ICS Workshop: Performance Management
- 8 March – Engineering a Better Outpatients Service Workshop
- 8 March – NHSE/I South - World Café Event: Supporting System Change
- 13 March – Academy Connect Conference: Leadership