

SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP

PROGRAMME UPDATE: February 2019

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1. Executive Summary

- Following the 8 suggested legislative changes within the NHS Long-Term plan, NHS Improvement have now published an engagement document, which details these changes further and puts forward proposals for possible changes to legislation.
- The Surrey Heartlands 10-year Strategic Plan for Health and Wellbeing is now out publicly for comment. The aim is for the final plan to go for approval to the Surrey Health and Wellbeing Board on 4 April 2019.
- Through our ICS Development there has been agreement to pursue some joint NHS and local authority programmes to move to a Surrey-wide committees-in-common model from April onwards. Initially this will focus on the four priority areas, which are Continuing Health Care, Learning Disabilities, Children's, and Mental Health. Task groups have been set up to take this forward.
- Surrey Heartlands have secured three areas across each ICP to start implementation of the Primary Care Network Mental Health Service. The service will focus on better meeting the mental health needs of people aged 18+ who require more support than primary care can provide or who are transitioning from secondary care.
- Channel 5 News filmed a short feature on the Maternity Advice Line, planned for broadcast on 27 February. A national press release on this was also issued by NHS England, which included a quote from Matt Hancock.

2. National and Regional News –

- Following the 8 suggested legislative changes within the NHS Long-Term plan, NHS Improvement have now published an engagement document, which details these changes further and puts forward proposals for possible changes to legislation. The document states that it is possible to implement the NHS Long Term Plan without primary legislation, but that legislative change could make implementation easier and faster. To read this document in full and link to the online survey please [click here](#).
- Surrey Heartland HCPs Pregnancy Advice line hits the national NHS England news with over 20,000 expectant and new mums accessing the service. Full story [available here](#).

- A new 'state of the nation' report about the use of Artificial Intelligence in health and care has found that we are only beginning to unlock the potential of AI. The report spotlights some of the opportunities AI creates and shows where it is already being used in projects across the country. It also considers some of the barriers to wider deployment of AI and proposes solutions, including the creation of a "code of conduct" for the sector. For more information and to read the report [click here](#).
- The NHS Patient Survey Programme has released the findings of the 2018 patient survey of women's experiences of maternity care. Responses were received from over 17,600 women across England, who gave birth in February 2018. Overall responses towards maternity care are positive. To view the full report [click here](#).
- NHS Improvement has published guidance on system leadership, quality improvement methods, inclusive and compassionate leadership, and talent management. 'Developing People – Improving Care' is [available here](#).
- NHS X is the new joint organisation for digital, data and technology. The unit will take forward digital transformation in the NHS, allowing patients and staff to benefit from the latest digital systems and technology. It will bring the benefits of modern technology to every patient and clinician, and combine the best talent from government, the NHS and industry. For more information, including NHS X's vision and responsibilities, [click here](#).

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

The NHS, Surrey County Council, district and borough councils and other partners have produced a new draft Joint Health and Wellbeing Strategy. It will focus on preventing poor health and wellbeing in Surrey over the next 10 years. The draft of the strategy is now available to everybody for comment. Please [click here](#) to give your views on the draft Joint Health and Wellbeing Strategy and help improve the health and wellbeing of residents in Surrey. The aim is to sign off the final strategy at the Health and Wellbeing Board on 4 April.

4. ICS Development Update

During this reporting period, 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, moving to a Surrey-wide committees-in-common model from April onwards. Task groups have also been set up for all four priorities (CHC, Learning Disabilities, Children's, Mental Health) to agree the scope and best model of integration.

Supporting Infrastructure Design and Delivery Model – All three workshops for each of the five functions (*medicines management, service design and transformation, information governance, intelligence, performance management*) have been scheduled and will be delivered by 7th May. First few workshops were generally well attended and there were positive discussions about collaboration opportunities.

System Architecture and Assurance Design – preparation for a check-point meeting with Anne Eden, NHSE Regional Director, on 15 March to review process and ambition to achieve mature assurance status (Level 3) by 3rd April 2019. In preparation for this, an ICS maturity self-assessment has been completed and an assurance and oversight framework has been drafted.

Quality – Key stakeholder engagement has taken place with AO Group, NHSE and SOAG as well as presentations to QSGs for KMSS. Quality mapping workshop took place on 26 February focused on sharing and developing our vision for quality.

5. Delivery: Update from Transformation Workstreams

The Surrey Heartlands Delivery Board met on 14 February 2019. Each workstream presented an update on progress and any issues or risks that required escalation or resolution. Set deliverables to be achieved by end March 2019 were also reviewed.

Some of the key points of note this month are:

- work continues to define transformation programmes for 2019/20 and what will sit at scale and place as part of our 5-10 year plan. A further update will be provided at the March Delivery Board.
- Karen McDowell, Chief Finance Officer for the 3 CCGs, provided an update on spending of 2018/19 transformation funds, and plans for 2019/20. Further information is reported below in section 8.
- The Women and Children's Programme held their first Programme Board in February, under the refreshed programme of delivery.
- Work has now been completed through the Prevention/WDH Programme around the draft Healthy Environment Guidance for Planning Officers.
- A Child Death Overview panel learning event took place in Surrey, focusing on suicide prevention in young people.
- Surrey and Borders will now be working with each of the three Integrated Care Partnerships to implement a Primary Care Network Mental Health Service, which will be tested in three primary care networks in Guildford, Banstead and Chertsey, starting in Spring 2019. The first go live date is set for 16 March 2019 in Guildford. The service will focus on better meeting the mental health needs of people aged 18+ who require more support than primary care can provide or who are transitioning from secondary care. It will consist of a multi-disciplinary team, made up of a clinical psychologist, a mental health practitioner and a Community Connections link worker, who will carry out assessments and provide brief interventions and care navigation for people with mental ill-health. The service will also provide advice on mental health to GPs as well as linking closely with a wide network of community services to ensure people are effectively supported to access other services that can help. Liaison with a consultant psychiatrist will be available where needed.
- Progress is being made with the Primary Care Programme Estates Strategy and Workforce

planning, and regular forums are now taking place.

- Following an interview process, Linda Honey has now been successfully appointed as Interim Director of Pharmacy for Surrey Heartlands HCP. Linda will move from her current role as Assistant Director of Medicines Management at NWS CCG to her secondment in April. Interview for a Medicines Safety Officer and Project Manager will take place over the coming weeks.
- The SH Integrating Pharmacy and Medicines Optimisation into Integrated Care Systems (IPMO) Regional Event took place on 26 February. About 50 Pharmacy leaders from across the South Region attended the event at Silvermere Golf Club to hear about Surrey Heartlands ICS development and the national IPMO pilot. The Knowledge Cafes, gave participants an opportunity to explore the collaborative projects that Surrey Heartlands Pharmacy Leadership team are taking forward in more detail. Feedback on the event has been extremely positive, with comments that there was a really good buzz and energy in the room and that the bar has been set high for the other forthcoming regional events.
- Graham Wareham has taken on the interim position of Strategy lead for the Estates Programme. The focus over the coming months will be to complete the required updates on the Estates Strategy, to support successful wave 4 bids, and input NHSE recommendations. A plan of action will be provided at the March Delivery Board.
- A programme manager has been appointed to the Surrey Downs Integrated Care Partnership.
- The Deputy Head of Midwifery at ESHT, came to present an update on the work of the Surrey Heartlands HCP Pregnancy Advice Line and the programme of work being undertaken. This service showed that it has had a positive impact on both the availability of advice and support to new/expectant mothers, but also on maternity units who are freed up for inpatient care. A discussion took place around the positive impact, how cultures and boundaries were overcome and the interest received from Sussex and Brighton in piloting this programme.

6. Academy

In February the Academy has collaborated in the delivery of three events; a logic model workshop for primary and urgent care; a working with industry workshop in partnership with Novartis; and a co-design workshop for Surrey 500 leadership programme. It also delivered a successful Academy Forum discussing clinical and professional reference panels and the ambassadors' programme as part of our clinical engagement work, and supporting the end of life team to disseminate their work to transformation workstreams. As part of our forward planning for 2019/20, a key piece of work has been to engage with ICP leads and programme managers to ensure the Academy provides appropriate support.

Surrey 500 Programme

February saw continued enthusiasm for a local systems leadership programme and significant work to co-design the programme and project plan all aspects so we can launch in April. The programme is being viewed as a key enabler of system transformation by supporting operational

teams to work together to develop their system leadership skills on real world challenges.

Innovation

As part of the Innovation project, Dr Charlotte Roberts from the KSS AHSN presented to February Delivery Board on the progress made since the Academy Forum on Innovation in December, and the plans for developing this work over the next year.

Population Health Management

Work was undertaken to formalise a steering group. Terms of reference and membership were finalised and two deliverables relating to the use of Edge (currently being piloted in NWS ICP) as a population health tool across the ICS, and the running of a population health cycle on Mental Health in Surrey Downs, were agreed.

SODA

Work continues to achieve the Go Live of SODA on 1 April 2019. This includes finalising the Terms of Reference and membership of SODA, together with a prioritisation process for system projects requiring analytic support. Recruitment is in progress for the public health consultant to lead on this work and an interim arrangement is in place, but this gap still represents a significant risk in terms of the lack of dedicated resource to progress this work.

Commercial Development.

Following the workshop in early February, the ICS System Board approved the approach to working with industry, both pharmaceutical and non-pharmaceutical, with ongoing work to secure agreement on system wide governance and processes. The board reiterated that any work with the pharmaceutical industry must not be connected with the promotion of products, which is line with the ABPI Code of Conduct.

7. Communications and Citizen Engagement

Key points to note this month are as follows:

- Weekly blogs from a variety of authors continue to be published on the Surrey Heartlands website highlighting key areas of interest and reflecting current health and care themes.
- A further Patient Story demonstrating the successful work of the ICS in areas of health and social care integration, has been published through a variety of digital communications channels ranging from our own website and social media to our YouTube channel. Another is in production
- A refreshed Surrey Heartlands communications and citizen engagement strategy has now been endorsed at ICS Delivery and Development Boards and is expected to be published shortly.
- The Surrey Heartlands Health & Care Partnership Communications and Engagement Leads Group met, focusing on how the Surrey Heartlands Communications and Engagement Strategy is supporting Integrated Care System development.
- Channel 5 News filmed a short feature on the Maternity Advice Line, planned for broadcast

on 27 February. A national press release on this was also issued by NHS England which included a quote from Matt Hancock (link provided within new section above).

- A joint workshop took place in Guildford on the 11 February with Healthwatch, Surrey Heartlands HCP and the seven Citizen Ambassadors to launch the second year of the Citizen Ambassador programme. A blog was written following the workshop by one of the Citizen Ambassadors summarising the session, and will be made available with our other CA blogs on the Surrey Heartlands HCP website.
- BPR-Pharma delivered their research findings to A&E staff at St Peter's Hospital on 4 February. There is appetite for the findings to be presented again at the Patient Experience Monitoring Group (PEMG) later this year so that intermediate improvements recommended by the research can be implemented.
- The Self-care survey run via the citizen panel closed on 4 February 2019 with 545 completed surveys, a response rate of 40%.
- A survey for the Digital workstream is in development, focussing on shared care records.
- Local research agency, Impact, has been commissioned to undertake research to inform the redesign of the Healthy Surrey website. Research will be conducted amongst citizens (users and non-users) as well as Healthcare professionals and will focus on design, usability and content as well as look at positioning of the site.
- Research has been commissioned to assist the bid for the Healthy Ageing Industrial Challenge fund. The scope of the research project will be to understand whether citizens on /at risk of entering the frailty index would be interested in the proposed interventions.
- NHSE are funding an exciting opportunity to work with a Finnish design agency called Hellon around the development of a way to 'gamify' the design of effective, accessible and equitable citizen participation. Over the next couple of months, a small testing group are working together on the co-design of the game, with the long term goal of sharing this with other ICS/STPs nationally. The first workshop is set for 28 March.
- The scope, sample frame and discussion guide have been confirmed for a project investigating healthcare inequity for people with learning disabilities who are at risk of being diagnosed and/or are diagnosed with dementia. Recruiting participants for this project is expected to start in mid-March.
- The Academy will have two models for Clinical and Professional Engagement: Ambassadors and a Reference Panel. The former will be key members of the workforce with a professional interest in a specific area who can be mobilised to work alongside project teams. The latter will be part of a virtual panel of staff, whose details will be held securely on a database and used identify a broader group for reference in identifying issues, defining new pathways and implementation plans.

8. Surrey Heartlands Transformation Funding

An update on funding positions from 2018/19 allocations was provided as part of Delivery Board papers, and will continue each month. The following was highlighted:

- The expected national projects resource allocation was £8.4m but only £6.9m was received. The main underspend is on diabetes.
- The allocation to local projects was £6.6m, but currently only £3.5m has been spent. Finance are working with ICPs to look at spend/commitment. A clearer projected underspend will be available for March Delivery Board.

Allocations for 2019/20 are still to be confirmed by NHS England, therefore finance are working on an indicative framework to be presented to Delivery Board in March 2019. An unconfirmed figure of £25m is expected, however the amount to be deducted for nationally committed schemes is currently unknown. The prioritisation criteria have been circulated for review and comment, and both the investment framework and business cases updated. The aim is that final documentation, including a proposed timeline for bids for the 'other pot', will be presented to Delivery Board in March 2019, with a view to approval via System Board in April 2019. It is expected that all bids will follow the same process and evaluation strategies will be set in place and challenged at local ICP level.

9. Forthcoming Events and Workshops – for information

- 7 March – ICS Workshop 1: Intelligence
- 7 March – ICS Workshop 1: Performance Management
- 8 March – Engineering a Better Outpatients Service Workshop
- 8 March – NHSE/I South - World Café Event: Supporting System Change
- 18 March – ICS Workshop 2: Service Design and Transformation
- 9 April – ICS Workshop 2: Information Governance
- 10 April – Academy Forum
- 25 April – ICS Workshop 3: Intelligence
- 25 April – ICS Workshop 3: Performance Management
- 29 April - ICS Workshop 3: Medicines Management
- 29 April - ICS Workshop 3: Service Design and Transformation