

SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP

PROGRAMME UPDATE

May 2019

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1. Executive Summary

- A new animated video explaining who we are and why we're looking to improve more than just healthcare is available on our website and YouTube channel.
- On 29 May, Surrey Heartlands submitted an end of year (2018/19) update to NHS England on our activity against the priority areas outlined within our Integrated Care System Memorandum of Understanding.
- Surrey Heartlands has committed to aligning the planning for 2020/21 to deliver an integrated 5 year strategic plan and joint plan for health and care. A timeline has been developed, pulling together the key dates for both the local authority and NHS planning processes.
- The Women and Children's programme provided a deep dive to Delivery Board.
- Following an expression of interest process, Surrey Heartlands Diabetes programme have been selected by NHSE as one of 11 early engagement pilot sites for a new online diabetes support service.
- The Kent, Surrey and Sussex region has won an NIHR Applied Research Collaborative, which sees inward investment of up to £8.9m over 5 years beginning October 2019, in four themed areas - mental health, social care, primary and community care, starting life well.
- The first two cohorts for Surrey 500 launched; Cohort 1 - NWS ICP; and Cohort 2 - Children and Families.
- In national news:
 - The Prime Minister resigned this month, effective in June, and Local council and European elections took place
 - The NHS App is now available to the public, with GP practices all being connected by 1

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- Our very own Academy is one of 5 national 'inspirational models' used to kick-start a £2m project funded by NHSE to support 23 other areas
- A new online forum for digital leaders in primary care will be launching soon and individuals are being invited to register their interest
- The Time for Care programme has launched to support surgeries across the country to adopt new ways of working
- The NHS has announced that an additional £5 million will be provided to fund reviews of deaths, to improve care for people with a learning disability.

2. National and Regional News

- The Prime Minister has resigned, and will step down on 7 June 2019. Local council and European elections took place within May, which resulted in some changes to appointments.
- The NHS App is now available to the public through Google Play and Apple app stores. GP practices are being connected to the app gradually and will all be connected by 1 July 2019. The app has a number of features, such as links to health checks and NHS 111, and will include items such as appointment booking, ordering prescriptions and viewing medical records available when their GP practice is connected. Patients can check if their GP practice is connected when they open the app for the first time. If the practice is not connected, patients can leave an email address and will be notified when it is. For further information please [click here](#).
- NHS England has funded a £2million programme to help 23 areas kick-start or boost leadership development activities to support and inspire workforce in health systems across England from GPs, consultants and therapists to nurses, social workers and managers. The programme builds on learning from five successful leadership models: Frimley Health and Care 2020 Programme, our own Surrey Heartlands Academy, Fylde Coast 100 Systems Leader Programme, North Cumbria and Leading Greater Manchester. For more information [click here](#).
- A new online forum formed by NHS England's Primary Care Digital Transformation team will be launching soon, with the aim of building a national network of Chief Clinical Information Officers, Clinical Information Officers, Chief Nursing Information Officers and clinicians with a digital/IT portfolio within their CCG (Clinical Commissioning Group) role. The forum will be used to communicate key messages from NHS England's digital programmes, create discussion forums, promote events, workshops, training and briefing sessions for its members and share local successes good practice. Register your interest by emailing england.digitalleaders@nhs.net.
- A quality improvement programme for GPs piloted in Newham and supported by UCLPartners is now set to be rolled out across the country by NHS England. The Time for Care programme supports surgeries across the country to adopt new ways of working, such as letting patients book appointments sooner, cutting paperwork and offering faster access to different specialist health professionals. For more information [click here](#).

- The NHS has announced that an additional £5 million will be provided to fund reviews to improve care for people with a learning disability and committed to renewed national action to tackle serious conditions. The world's first programme to review the deaths of everyone with a learning disability is being expanded to speed up the spread of best practice. Previous reviews have shown deaths linked to pneumonia, respiratory conditions, constipation, sepsis and deterioration, and cancer. More information is available by [clicking here](#).

3. Update on our MOU with NHSE

On 29 May, Surrey Heartlands submitted an end of year (2018/19) update to NHSE on our activity against the priority areas outlined within our ICS Memorandum of Understanding (MoU). We also provided an oversight of next steps, moving into 2019/20. The document covered areas of system development and devolution, financial management and reform, how we are engaging locally and sharing learning nationally, and activity against local and national priorities across all areas of transformation.

4. 5 Year Strategic Plan

Surrey Heartlands has committed to aligning the planning for 2020/21 to deliver an integrated 5 year strategic plan and joint plan for health and care. The strategic plan will reflect the development of our Integrated Care System (ICS) and Integrated Care Partnerships (ICPs), and partnership working, including local authority and Providers.

There is already a Surrey-wide health and wellbeing 10 year strategy in place, with three clear priorities agreed, and work is also underway across Surrey Heartlands (both at scale and within ICPs) to develop a system recovery plan. These combined work programmes should form the basis of the 5 year strategic plan, focussing on our system commitment to prevention and promoting independence. Taking this approach will bring together the majority of the systems shared transformational work, but it is recognised that there may be additional requirements within the planning guidance that fall outside of this – for any gaps identified, additional activity will be agreed to ensure the requirements are fully met.

A timeline has been developed, pulling together the key dates for both the local authority and NHS planning processes. In terms of next steps, a core working group (including leads for the Health and Wellbeing Strategy Priorities and System Recovery Plan – both scale and ICPs) will come together to review the timeline and key decision points and ensure resources are in place to meet the deadlines. This group will also agree an approach to how we proactively engage and ensure stakeholder input, recognising any statutory duties to consult, should that be required.

The Executive Groups for the Surrey-wide Services and the ICP architecture will be used to inform and drive the planning round, with regular reporting back through SOAG (the System Oversight and Assurance Group) and the Systems Board.

5. ICS Development Update

During this reporting period, the ICS development workstreams have focused on the following:

Care Design and Delivery Model – Executive Groups are in place for all four priority areas (Learning Disabilities & Autism, Continuing Healthcare, Children’s, and Mental Health), with key opportunities identified in each area. The ICS Development Programme Board endorsed the approach and the next phase was agreed at the May System Board.

Supporting Infrastructure Design and Delivery Model – All 15 workshops (three for each of the five functions) have now been delivered. In total 159 people from across more than 15 organisations attended at least one workshop. Outputs of the workshops have been summarised and the key themes highlighted. It was agreed that all identified actions will be tracked through the ICS Development Programme Board. A joint event for all workshop attendees is taking place on 12 June.

The ICS Executive Team are now developing an operating model focusing on how CCG and partnership resource can be more explicitly aligned to support the emerging ICP, Surrey-wide and PCN (Primary Care Network) architecture, with an outline for discussion planned by the end of June. This work will also need to incorporate an understanding of the clinical leadership model with a PCN Clinical Director in place, and the move to a more multi-disciplinary approach to system-wide clinical leadership.

System Architecture and Assurance Design – it is planned that this workstream will be brought to a close at the next SOAG meeting, following sign off of terms of reference for specialist assurance boards and system job descriptions. This includes a proposal to strengthen the Non Exec/Lay Member role within the assurance process by formalising the current provider’s chair forum.

Quality – further engagement with key stakeholders has taken place this month, including workshops with CQC and Healthwatch. A workshop took place on 20 May to explore opportunities to start a local joint intelligence group.

6. Delivery: Update from Transformation Workstreams

The Surrey Heartlands Delivery Board met on 23 May 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 June 2019 were also reviewed.

Some of the key points of note this month are:

- As per last month's action Sarah Parker, Director of Transformation and The Academy, presented a proposal paper for Delivery Board 'our priorities' for 2019, following comments and feedback from members. This included an update to the Delivery Board ToR (terms of reference) taking into account other evolution of ICS governance architecture since the Delivery Board was established in March 2018.
- Trudy Mills, Director for Children and Family Health Surrey and Vicky Williams, Programme Manager for the Women and Children's programme presented a deep dive on this programme. The deep dive included:
 - The establishment of a Children's Executive Group as a formal space for decision making
 - A vision statement, incorporating the Surrey-wide priorities, focusing on the first 1,000 days, and removing inequalities by incorporating children who are vulnerable, or with Mental Health or Special Educational Needs or Disabilities.
 - New logic models for both architecture and delivery.
 - Feedback from their recent Hackathon and the development of performance indicators within the programme, both what exists and what is required.
 - Developing working relationships and shared plans at scale, with ICPs and moving into PCNs.
 - The development of first 1,000 days workshop taking place on 11 July 2019
 - Ensuring that work is inclusive of the periods of pre-conception, pregnancy, though to pre-school.
 - Successes for May, which included good progress with the GRT (Gypsy Roma Traveller) outreach programme with one visit to a site generating over 21 interventions, and the launch of the new gestational diabetes app.
- Giselle Rothwell, Associate Director of Communications & Citizen-Led Engagement presented the new Surrey Heartlands animated video 'Who We Are'. This is a really useful tool for sharing, especially within areas where people may still be unsure as to how an ICS works. The video is available on our website (www.surreyheartlands.uk) or via the Surrey Heartlands YouTube channel (www.youtube.com/watch?v=u37FyGQb93s). A generic slide pack presentation, including lots of information about us is also available for use from the Communications Team.
- In addition to the finance update regarding transformational spend, Tim Sheen, Finance Project Manager, provided a paper on pre-committed spend for 2019/20. Funds for 2019/20 are still not confirmed and a discussion was held over programme risks, including those of ICPs, while this process is stilted. It was agreed that this would be escalated to SOAG for a discussion over what mitigating actions could be taken within the interim period.
- Vicky Stobbart, within her role as Strategy Lead for Planned Care, and Jane Williams, Programme Director for Planned Care, presented a draft discussion paper around next

steps and priorities for the planned care programme. This follows the focus of planned care moving from a system-wide transformational workstream, to programmes of transformation occurring within ICPs. The paper and discussions looked at how current programmes of work could evolve and be shared, and suggested priorities. The team will now work closely meet with ICP Boards to refine and seek system agreement.

- Staff updates this month:
 - The Digital programme welcomes Dr Paul Clements as Interim Chief Digital Officer - a joint appointment between Surrey Heartlands ICS and Surrey County Council.
 - Jack Wagstaff has been appointed as the new ICP Director for North West Surrey.
 - Alan Winstanley has joined Guildford & Waverley ICP as Interim Programme Manager to support Vicky Stobbart and Giles Mahoney as Joint ICP Directors
 - Georgina Foulds, from SaBP, has joined the Mental Health Programme as Programme Manager
- All three ICPs provided updates. Focus includes architecture for delivery moving forward, the development of financial recovery plans aligning to priorities, and establishment of Surrey 500 cohorts.
- Following an expression of interest process, Surrey Heartlands Diabetes programme have been selected by NHSE as one of 11 early engagement pilot sites for a new online diabetes support service. The service, which will roll out later in the year, will offer education courses, information and support for emotional wellbeing to those with type 2 diabetes. A news article with further information is [available here](#). The team are currently working with NHSE and conducting internal engagement as part of the next steps.
- The Diabetes programme have also received confirmation from NHSE that they will receive £900k in funding across their 3 original programme areas for 2019/20.
- A discussion will be held at the next System Board (12 June) regarding the Summary Care Record.
- In response to a request from Professor Tim Kendall, NHSE's National Clinical Director for Mental Health, the Mental Health programme provided a report providing assurance that Surrey Heartlands, through SaBP, has a zero suicide ambition. This report highlighted the commitments in place throughout the system and accompanying implementation plans. This work is monitored and progressed through SaBPs (Surrey and Borders Partnership NHS Foundation Trust) bi-monthly suicide prevention forum.
- Following the ratification of the Surrey-wide Health and Wellbeing strategy, the Prevention programme are realigning their programme with a Surrey-wide focus. A draft implementation plan has been developed for discussion at the next Health and Wellbeing Board.
- The Surrey Heartlands Workforce Transformation, Early Careers - Engagement with Schools project had presence at the following events in May 2019: Elmbridge careers event, Brooklands College careers event, and the East Surrey College careers event, with attendance totalling over 1,600 students. Many students expressed their desire to work for

the NHS and wanted to explore employment opportunities whilst studying. Students were provided with advice and were signposted to the available opportunities.

- Due to the June Board taking place earlier than usual, it was agreed that the meeting would focus on a number of deep dives into specific areas.

7. Academy

This month the Academy, with system-wide support, has successfully launched the Surrey 500 leadership programme for Cohorts 1 and 2 (North West Surrey ICP and Children and Families). As a warm up, there was an Academy Connect event on 15 May 2019 on system leadership, where Myron Rogers presented a masterclass on how to be successful at leading in a system. To support Surrey 500 and through our commercial development work, the governance to support Novartis delivering into the Surrey 500 programme was successfully delivered. This work was presented at an NHSE regional transformation programme director's meeting and was well received.

The Academy senior leadership team met with the KSS AHSN (Kent, Surrey and Sussex Academic Health Science Network) leadership team to review the partnership MoU and have agreed key areas of support for the system in 2019/20.

June will be another busy month with an Academy Forum on population health and how it is used differently within PCNs, ICPs and at system level. There is also a visit on 12 June of 25 US physicians, which the Academy is hosting together with the Bedser Hub.

Funds awarded to KSS region for collaboration and co-design

The Kent, Surrey and Sussex region has won an NIHR Applied Research Collaborative (ARC) (replaces CLAHRCs), which sees inward investment of up to £8.9m over 5 years beginning October 2019, in four themed areas - mental health, social care, primary and community care, starting life well. This money will be released dependent on matched funding from the region, which can be in kind as identified resource to support the ARC research themes. Funding will support a theme lead, a post-doc researcher, a PhD studentship and an implementation lead. Each theme will be supported to deliver by creating a network of health and care professionals, researchers and citizens who are in scope for the aims of the themes. Further details on the ARC and these funds will be provided to the next delivery board on the 13 June and reported within the June Programme Update.

Multi-professional Leadership and Engagement

The multi-professional leadership approach is currently in an engagement phase. Presentations have been made to ICP boards and clinical leads revised job descriptions are in draft. The process is underway to finalise dates for system leadership support (Quality Improvement) from NHS Improvement (NHSI) for board (4 dates). In addition, the CVD (Cardiovascular Disease) pilot for a multi-professional reference group is now live and membership is growing. The next panels for mental health will be live by September.

Quality Improvement

The Academy received the final "discovery phase report" on engineering better outpatients from the RCP (Royal College Physicians). Two internal meetings have been held to develop the work and a paper is being prepared for June Delivery board. In addition, the Surrey Improvers network

is being scoped following an initial meeting. Terms of reference are in draft. There is ongoing support for workstream 4 – Quality, with the draft of external support offer (business case) focusing on QMS (Quality Management System) and Proof of concept areas.

Population Health and SODA

The Academy and the Public Health team are pleased to announce that Dr Helen Raison will be taking up the role of knowledge management lead for the Academy in June. It is a joint role with the public health team. The population health steering group are meeting in workshop style in June to finalise their work programme for 2019/20.

SODA (Surrey Office of Data Analysis) have held their first full oversight team meeting and are progressing the prioritisation tool and the mechanism by which partners commit time to system-wide projects. These projects will support the reduction in unwarranted variation.

8. Communications and Citizen Engagement

Key points to note this month are as follows:

- The Surrey Heartlands website is undergoing a general update and design refresh with new sections including Citizen Engagement, Planned Care Principles and refreshed FAQs. The new-look website will be launched towards the end of July.
- Cooperative working with the Thames Valley and Surrey LHCR regional patient record sharing programme continues. Current key topics include developing a narrative around secondary use of patient data and the design/content of a new TVS LHCR website.
- Communications advice and planning is under way to support the revision of the Surrey Care Record.
- The Surrey Heartlands Health & Care Partnership Communications and Engagement Leads Group continue to meet, focused particularly on information sharing and how we can work better as a system. A new staff leaflet to explain Surrey Heartlands is currently in development.
- 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. Planned social media campaigns are used to promote them.
- The report for the Healthy Surrey website redesign project has been received, the full debrief has been rescheduled for the end of June.
- The Shared Care Record survey data was published on Tableau public.
- Workshop testing for prototype of a gamified tool for citizen participation was conducted in mid-April 2019. It will be piloted with the Women & Children workstream in mid-June 2019.

- The CVD virtual Clinical & Professional reference panel registration went live on 8 May and 12 people have signed up to date.
- A case study of Planned Care Principles has been produced which demonstrates how research & insight were used across the lifecycle of the project to guide decision-making and outputs.

9. Forthcoming Events and Workshops – for information

- 12 June – several events – System Board; Academy Forum (focused on population health management); workshop on learning from ICS Development workstream 2 and we are also hosting a visit from 25 Physicians from the USA
- 19 and 20 June – NHS Confed
- 26 June – Surrey-wide Commissioning Committees-in-Common and the CCGs Governing Bodies in Common (Public Meeting)
- 28 June – Quality Workshop
- 3 July - Academy Connect session – learning from other Integrated Care Systems