

SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP

PROGRAMME UPDATE

June 2019

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Paper for: Surrey Heartlands Accountable Officers System Oversight & Assurance Group, 3 July 2019

1. Executive Summary

- Discussions have taken place with Simon Stevens, Chief Executive Officer, NHS England (NHSE) over how we can maximise our devolution opportunities regarding local estates and scale up our ambitions for transforming outpatient care.
- The Planned Care Principles have now been showcased in video form, for wider public and local engagement. The video is being rolled out through partners and social media channels and is available to view on our website at www.surreyheartlands.uk/plannedcare.
- An overview of June's Health and Wellbeing Board is provided, including approval for the priority one 'Helping people to live healthy lives' implementation plan.
- Our ICS (Integrated Care System) Development continues, with engagement taking place with Council of Members groups over closer working between Clinical Commissioning Groups (CCGs), including East Surrey and consideration of a merger.
- June's Delivery Board focused on a number of deep dives from the Academy, Mental Health and Prevention/wider determinants of health workstreams.
- The Women and Children's workstream were selected as the only early adopter to share our Maternity Transformation Journey to the National Maternity Transformation Board and Stakeholder council on 12 June 2019.
- The second two cohorts for Surrey 500 system leadership development programme launched.
- In national news:
 - Over 400,000 innovations will be available to patients in 2019, including a new pre-eclampsia test for pregnant women, and cluster headache sufferers getting access to a handheld gadget, which uses low-levels of electric current to reduce pain.
 - The first NHS gambling clinic for children will open this year as part of a new network of services for addicts being rolled out as part of the NHS Long Term Plan.
 - Three new Integrated Care Systems have been announced.

- Amanda Pritchard has been appointed as the NHS' Chief Operating Officer.

2. Key update: System discussion with Simon Stevens – Devolution opportunity

Early this month Tim Oliver (leader of Surrey County Council), Joanna Killian (CE Surrey County Council) and Claire Fuller (SRO for Surrey Heartlands Health and Care Partnership) met with Simon Stevens to discuss our system priorities and where we would like to explore opportunities for further devolution, in order to exercise more local control with our estates and outpatient transformation. This proposal has two main ambitions / strands:

- To release capital funding from NHS estates for investment locally in the transformation of the health and care system; and
- To radically improve outpatients with zero tolerance for wasting patients time and public money (70% reduction in F2F outpatient appointments).

We hope, by having greater control over how we may manage the funds through our estates, that we can put more money into creating an outpatient system supported through new ways of working and digital solutions, (including a single care record, virtual appointments) and which promotes greater self-care. This will allow appointments to dedicate greater time to those with increased need, with emergency or exacerbated conditions.

These plans will now be worked through with the submission of defined proposals, including governance assurance, going back to Simon Stevens in early July. In the long-term this will include estates mapping and high level valuation, technical deal process and high level financial model for SCC and NHS, definition of outpatient model, technology and outcomes, and full stakeholder (including citizen) engagement.

3. Health and Wellbeing Board/Surrey-wide strategy update

Topics of note covered during the June Health and Wellbeing Board were:

Improving Healthcare Together 2020-2030 - Andrew Demetriades, Joint Director of the Improving Healthcare Together 2020-2030 Programme, South West London Alliance give an update on the programme, which is led by experienced GPs from NHS Surrey Downs, Sutton and Merton Clinical Commissioning Groups (CCGs). The programme aims to address a series of long-standing challenges and improve healthcare for local people in the future. Andrew talked through progress and the next steps prior to any potential public consultation.

End of Life Care Partnership Project - The Health and Wellbeing Strategy identified the need to help people at the end of life. The Health and Wellbeing Board asked officers to scope out partnership opportunities to support work around End of Life Care. The Board agreed to take forward a partnership project aimed at delivering an equitable, high quality End of Life Care service - to ensure Surrey residents and their families are able to access the care they need, as well as die with dignity in their preferred setting. Dr Charlotte Caniff, Clinical Chair for North West Surrey CCG has agreed to sponsor this area and coordinate activity.

Priority One ‘Helping people to live healthy lives’ Implementation Plan - The Board reviewed and approved the draft plan, which allows partners to begin engagement with key stakeholders and partnerships. The Surrey Prevention and Wider Determinants of Health Programme Board will sign off the final implementation plan in the autumn before it is brought to the Health and Wellbeing Board for approval in December.

Developing the community development system capability - Community development is identified as a system capability in order to deliver both the Health and Wellbeing Strategy and the 2030 Community Vision for Surrey. The Health and Wellbeing Strategy agreed to the partnership approach to develop a community development workstream and a community engagement plan. There will be an opportunity for board members to shape the community development and engagement plans through an in-depth workshop at the September board meeting

Rethinking Transport Programme - The Board heard from James Edmondson, Senior Manager at IMPOWER, who explained that his organisation has been commissioned to engage partners in fundamentally reimagining transport in Surrey: developing new, sustainable transport options where journeys are wanted or needed, while also rethinking how residents access communities, employment, health and social care, education and other key services to avoid unnecessary travel. Three emerging themes have been identified within the Rethinking Transport Programme – tackling air quality, promoting flexible, independent travel, and tackling congestion. The Board discussed their link with the priorities set out in the Health and Wellbeing Strategy.

4. ICS Development Update – June Development Board

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

Care Design and Delivery Model – Sumona Chatterjee (SC) ICS Director of Surrey Wide Services is leading this workstream. Executive Groups are in place for all four priority areas (Learning Disabilities & Autism, CHC, Children’s, Mental Health) with key opportunities identified in each area. The ICS Development Programme Board endorsed the approach. SC detailed the development of the Surrey Wide Services Integrated Care Partnership (ICP) which will focus on areas of work that need to be delivered collaboratively across the System, not just locally. A senior leadership team has been established to oversee this development.

Supporting Infrastructure Design and Delivery Model – Graham Wareham, Deputy Director of Surrey and Borders Partnership NHS Foundation Trust (SaBP) is the Executive sponsor for this workstream. A final workshop involving participants across all five functions was held, attended by 50 people including members from the ICS System Board. Next steps were agreed for the four groups which are: Medicines Optimisation and Pharmacy, Information Governance, Business Intelligence/Performance and Transformation.

Quality – the Surrey Heartlands ICS Quality workstream has continued to progress agreed actions to support the development of a single Quality Management System. The next workshop is taking place on 28 June 2019 and the aim of this is to align quality and performance assurance and reporting. It will take into account progress made by the Quality workstream and

picking up actions from the series of performance workshops held. The anticipated outputs include attendees signing up to developing a number of integrated reports that will be presented back to the CCG Quality Committees in Common at the end of August and a number of actions that will support reporting requirements at both ICP and ICS level.

Closer working across the CCGs - During the past month, engagement has continued with key stakeholders, including Council of Member groups, to explore potential benefits of a merger of the three Surrey Heartlands Clinical Commissioning Groups. East Surrey CCG is also interested in working more closely with the CCGs and are also considering whether they wish to be part of a new single CCG. Formal discussions are taking place at Governing Body meetings this month.

5. Delivery: Update from Transformation Workstreams – June Delivery Board

The Surrey Heartlands Delivery Board met on 13 June 2019. Due to the June Board taking place earlier than usual, this meeting was used to focus on a number of deep dives into specific areas and a discussion about finances and priorities. All presentations are available as part of the Delivery Board papers on the Surrey Heartlands workspace. Summaries are:

- Engineering Better Outpatients, presented by Naomi Garnett, Programme Manager for The Academy – See update within Academy and Devolution sections.
- Applied Research Collaborative (ARC), presented by Pete Carpenter, Strategic Lead for the Academy – The National Institute for Health Research (NIHR) ARC for Kent, Surrey and Sussex (KSS) is a programme, which would provide opportunities for the funding of local clinicians (income contributions) to be involved in local research. The Board were provided with an overview of the programme, which held its first ARC KSS Board meeting on the same day. It was agreed that updates would be provided via the Academy newsletter.
- Suicide Prevention Strategy was presented by Tope Forsyth, representing SaBP and Maya Twardzicki and Nanu Chumber, from Public Health – The strategy places focus on those suicides that occur, where the individual is unknown to the mental health care system, and are working with police to improve access to ‘realtime’ data, where deaths are reported as ‘unexpected death/suspected suicide’, as opposed to waiting for coroner’s information. This also supports the work of SaBP with their Zero Suicide Ambitions. Six strategy priority areas have been outlined, which include better understanding around suicide, more support within the communities and for those who are bereaved, and reducing attempted suicide and self-harm, particularly with children and young people, and those at high risk.
- Enhancing Health in Care Homes, presented by Neil Selby, CCGs Commissioning Manager for Frailty and Integrated Care – An overview was provided of the good work that has taken place within care homes to reduce emergency admissions and improve education/training to staff and quality of life for residents. Although work has taken place across the Surrey Heartlands area, positive outcomes are mainly evidenced within East Surrey. Therefore, this programme is now continuing work by engaging across SHHCP PCNs (Surrey Heartlands’ Primary Care Networks) and is looking for director level support across the area. It was suggested that this could be taken to SOAG (the System Oversight

and Assurance Group) for wider discussion, once a detailed 2 year aspirations paper has been provided.

- GP Integrated Mental Health Service, presented by Judi Mallalieu, and Simon Martin, from the Integrated Primary & Mental Health Care Team, SaBP – This is a pilot programme, which was funded through a successful 2018/19 business case for transformation funding. It aims to offer greater emotional and wellbeing support to patients with unmet mental health needs, who access GP and community services, but do not require secondary care. This is done through increased education and support for staff, greater knowledge and access to 3rd sector community services, and more integrated working across PCNs. The integrated mental health service was launched within three PCNs for 12 months in March 2018 and to date have been seen 80 patients, with high levels of satisfaction. A wider rollout is possible if pilots prove successful in releasing staff, patient and system benefits. The pilot team will now work with the Academy for evaluation support and patient case studies, to help identify next steps.
- Karen McDowell, ICS Director of Finance, provided an overview of the system financial position for 19/20, across all partners. Detailed financial recovery plans for each of the four ICPs have been submitted to the regional team on 4 June 2019. Priorities have been identified to drive a transformative approach to health and social care over the short, medium and longer term. We are still awaiting confirmation of transformation funding, and colleagues will be alerted to this asap in order to move forward with prioritisation.
- Over the past couple of months, the planned care programme has undergone a review. This has been in light of the developing ICPs, the long term plan and to reflect the changing needs of the system, including the opportunity to scale up our ambitions for outpatient transformation. A review of the live projects such as Blood Pressure plus is taking place and hand overs to business as usual partners will be in place by October. Oversight for this programme will transfer to the Prevention/WDH Board from July. Support for the system to investigate best practice pre surgical programmes in MSK (musculoskeletal) will continue until October. The Planned Care Principles went live on 24 June ([see here](#)); an evaluation is being prepared and discussions are taking place on where these will be embedded following the launch.
- Following a competitive process, Surrey Heartlands have been successful in our application to be a pilot ICS for the Place Based Education Tariff. Further details are available via the Health Education England website if you [click here](#). The Workforce programme are currently in the early stages of setting up a programme board for this.
- Following the decision for the Prevention and WDH workstream to take on responsibility for the implementation of Priority one within the Health and Wellbeing Strategy, a high level plan was submitted and signed off by the Health and Wellbeing Board on the 6 of June. The workstream will be working to a new action plan for delivery. The associated work on refreshing the governance of the workstream to reflect this wider role is continuing.
- The Women and Children's workstream were selected as the only early adopter to share our Maternity Transformation Journey to the National Maternity Transformation Board and Stakeholder council on 12 June 2019.

6. Academy

Following last month's successful launch for the first two cohorts of our Surrey 500 system leadership development programme, June saw the launch of the second two cohorts for Surrey Downs and Guildford and Waverley Integrated Care Partnerships.

The Academy, with Dr David Fluck, continued work with the Royal College of Physicians and Royal Engineers on opportunities to redesign outpatients – developing a proposed proof of concept project following our system workshop in April. This will now be considered amongst the development of a more ambitious proposal for outpatients (see update on devolution).

Work continues with the development of Multi-Professional panels, with continued recruitment for cardiovascular disease (CVD) and the initiation of a Mental Health panel. A blog with further information is now available on our website ([click here](#)), and being shared via social media.

June saw a focus on population health with the Academy Forum supporting learning and challenge to how this can be embedded in transformation plans. The June Academy Connect session will build on this – showcasing and learning from a number of other Integrated Care Systems in England, who are also looking at population health management.

Our system work with industry this month saw the organisation and culture team at Novartis agree to provide some modules of our Surrey 500 system leadership programme. Work also progressed on streamlined system wide governance to enable us to work with Industry on other areas. Timing with Confed 2019, NHS England/Improvement announced the launch of technical guidance for technologies under the 2019/20 innovation technology payment scheme. KSS AHSN are actively supporting uptake with procurement and clinical teams within our health provider organisations.

The Academy also hosted a visit from 25 US physicians on an MBA programme and we thank a number of clinicians from across our system for making this such a success, including Dr Liz Lawn for enabling us to combine it with a visit to the North West Surrey Integrated Locality hub.

7. Communications and Citizen Engagement

Key points to note this month are as follows:

- Work continues to redevelop the website with a new-look site being launched towards the end of July. This will include new sections on our Citizen Engagement Programme, Planned Care Principles and plans to update the Prevention/Wider Determinants of Health pages.
- Support and a communications update was provided at the Surrey Care Record Programme Board meeting.
- The Surrey Heartlands Health & Care Partnership Communications and Engagement

Leads Group continues to meet, focused particularly on information sharing and how we can work better as a system.

- 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.
- Attendance at the latest National ICS Communications and Engagement event with a particular focus on Long-term plan implementation and a presentation from Matt Tagney, Programme Director for the NHS Long Term Plan, NHS E/I.
- Delivery of the Healthy Surrey website redesign debrief on 27 June 2019 to the Public Health Wider Team.
- Co-lab participation game was piloted by the Women & Children's workstream in June. Seven people attended the session, including a representative from the workforce, citizens, strategy, research and topic specialist. The aim of the session was to plan a meaningful programme of co-creation for a project focusing on transformation of services for families of children aged 0-5 with Special Education Needs and Disabilities (SEND). This project was funded by NHS England who are now interested in applying the methodology on other projects outside of Surrey Heartlands.
- Rich Stockley and Michelle Gray attended the Citizen Panel Community of Practice on 12 June, hosted by Snap Surveys. Surrey Heartlands was there in an advisory role, to advise other systems on setting-up citizens' panels.
- Citizen Ambassadors for the cancer, mental health and CVD workstreams have been working closely with the Research & Insight team to sharpen their research focus on engagements. This new approach has encouraged greater involvement from the workstream, to ensure the insight gathered is aligned with the workstream plan.
- A survey is being prepared to evaluate trials of online platforms being run in Surrey Heartlands. The purpose of the research is to evaluate the online platforms themselves, as well as assess the impact that the platform had on the GP practice population overall.

8. National and Regional News

- NHS Confed19 took place in Manchester over the 19 and 20 June. The event saw speakers and exhibitions from across health and social care, including the "In conversation" zone, hosted by Channel 4 News health correspondent Victoria Macdonald. This year also saw a National Association of Primary Care (NAPC) Primary Care zone, to focus on improving population health, with the emergence of PCNs. Speakers included Professor Eric Topol (cardiologist, geneticist, and digital medicine researcher), Simon Stevens, Andy Burnham (Mayor of Greater Manchester), Ryoji Noritake (Chief Executive of Health and Global Policy Institute in Tokyo), David Williams (Harvard University's professor of public health).

- NHS England Chief Executive Simon Stevens has announced that over 400,000 more innovations will benefit patients this year as part of the Long Term Plan. This includes pregnant women getting a new pre-eclampsia test, and cluster headache sufferers getting access to a handheld gadget which uses low-levels of electric current to reduce pain. Over 300,000 patients have already benefited from current innovations, which include 3D heart modelling to rapidly diagnose coronary disease and an advanced blood test that can cut the time it takes to rule-out a heart attack by 75% are among a raft of technological innovations being introduced for patients across the NHS. To find out more [click here](#).
- The first NHS gambling clinic for children will open this year as part of a new network of services for addicts being rolled out as part of the NHS Long Term Plan. Previously only a specialist face-to-face clinical has been available in London, which will now ramp up its services to provide support for adults, as well as children aged 13-25. Up to 14 new NHS clinics are also being opened – starting with the NHS Northern Gambling Service in Leeds this summer, followed by Manchester and Sunderland. For further information [click here](#).
- On 20 June three new ICSs were announced: The North East and North Cumbria will become the country's largest ICS, serving more than three million people alone; South East London becomes the first ICS in the capital; and Buckinghamshire, Oxfordshire and Berkshire West makes up the third new area where different health and care organisations work together to plan and join up services. Each has shown that its partners all share a common vision to improve health and care, backed up by robust operational and financial plans, and proposals for collective leadership and accountability. They follow in the footsteps of the 12 earliest integrated care systems announced in 2018, plus two devolved health systems in Greater Manchester and Surrey. To find out more [click here](#).
- Amanda Pritchard has been appointed as the NHS' Chief Operating Officer. Amanda will take up post full time on 31 July.

9. Surrey Heartlands Events and Workshops in July – for information

- 3 July - Academy Connection Conference, 9.30-2.30, HG Wells, Woking. The focus is population health management and are delighted to be welcoming Dorset, Frimley, West Berkshire and Midlands and Lancashire to share key pieces of work from their systems.
- 4 July – H&WB strategy priority 2 workshop: Supporting the mental health and emotional wellbeing of people in Surrey
- 11 July – First 1000 Days Conference, 9.30-4.30, Dorking Halls, Dorking – Supporting the development of how as we can improve the outcomes of children and their families.