

SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP

PROGRAMME UPDATE

April 2019

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1. Executive Summary

- Executive Groups have been formalised within the Integrated Care System (ICS) delivery model, with clear responsibilities. The next phase will focus on the development of Integrated Care Partnerships (ICPs).
- A discussion was held at Delivery Board about alignment of our priorities for 2019/20 and the role of Delivery Board.
- The Surrey-wide 10-year Health and Wellbeing Strategy has now been approved by the Surrey Health and Wellbeing Board, and is available on the Healthy Surrey website.
- A deep-dive presentation took place at Delivery Board on The Academy.
- More transformational programmes have launched across Surrey this month, including a Health Visitor advice line and blood pressure monitoring within community pharmacies.
- The Workforce Health and Wellbeing project is now underway, with alignment and co-design initiated across Surrey Heartlands employers.
- Surrey Heartlands formulated and agreed an ICS response to the engagement request on the NHS legislative changes. The response included feedback from our Lay and Non-Executive Directors membership. Individual organisations were also invited to response. This was submitted on 24 April 2019.
- In national news:
 - NHS England (NHSE) and NHS Improvement (NHSI) will now be working together as a single organisation
 - The first meeting of the NHS Assembly, including Dr Claire Fuller, has taken place
 - Updates on a new campaign to get GPs to return to practice, launch of Health Education England's (HEE) sepsis learning resources for trusts, and a new £20m dementia research centre.

2. National and Regional News –

- NHS England and NHS Improvement have now come together to act as a single

organisation, with the aim to better support the NHS and help improve care for patients. As local health systems work more closely together, the same needs to happen at a national level to achieve the vision of care set out in the NHS Long Term Plan. 2019/20 will be a transitional year as new ways of working are implemented. This will include the development of a single website.

- The first NHS Assembly (overseeing the delivery of the NHS Long-term plan, and to advise the Boards of NHS England and NHS Improvement) took place on 25 April 2019. 56 people have been chosen to sit on the Assembly, each one providing specific individual skills, knowledge and experience. It includes national and frontline clinical leaders, patients and carers, staff representatives, health and care system leaders and the voluntary, community and social enterprise sector. We are also very proud to have our own Senior Responsible Officer, Dr Claire Fuller, included within this illustrious list! To see all members please [click here](#).
- A new campaign, aimed at getting hundreds of family doctors to return to general practice, has started. A similar scheme has already attracted almost 800 GPs to return to the profession after taking a break or working in another occupation, or moving from overseas. NHS England and Health Education England (HEE) have produced a new [brochure for GPs](#) considering a return. The brochure details the improvements the NHS Long Term Plan will deliver for general practice, with billions in extra funding and plans to recruit 22,000 health professionals, to support GPs, that will improve services for patients while also easing the GP workload.
- Health Education England has launched a new learning resource for executive, non-executive and management level staff in trusts on sepsis, which kills more people each year than breast, bowel and prostate cancer combined. The training programme helps boards understand how they can work together with clinical leaders to deliver high-quality safe care, and also encourages engagement and debate within a trust. For more information [click here](#).
- The University of Surrey has collaborated with the Imperial College London to start a £20m research centre, which will develop new technologies to create dementia-friendly 'Healthy Homes' and provide insights into how dementia develops. This unique new centre will use a range of approaches - from artificial intelligence and robotics to sleep monitoring. This is based on elements of the award winning TIHM (Technology Integrated Health Management) for dementia project, led by Surrey and Borders Partnership NHS Foundation Trust (SaBP) in partnership with the University of Surrey. For more information [click here](#).

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

This document has now been signed off by the Health and Wellbeing Board and a copy of the final strategy will be available on the Healthy Surrey Website from the end of April. The wider determinants of health programme team are organising a number of roadshows, linking in with district and borough councils, to ensure local alignment with Surrey-wide plans.

4. ICS Development Update

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

Care Design and Delivery Model – Executive Groups have been formalised within the system with clear responsibilities. Current workstreams will close and the next phase will focus on ICP development.

Supporting Infrastructure Design and Delivery Model – The first and second workshops for each function have been delivered with a positive level of engagement and support for integration and collaboration. The third workshops have been scheduled and will be completed by 7 May. There will be a recommendation to the ICS Development Programme Board that Estates, Digital and Workforce functions be prioritised for phase two of the workstream.

System Architecture and Assurance Design – Preparation has begun to bring the workstream to a close. The key next step is to agree the Lay/NED role in the Finance Board, and Quality and Performance Boards, and to sign off Terms of Reference for specialist assurance boards.

Quality – Further engagement with key stakeholders has taken place this month, including Healthwatch, Directors of Nursing and Medical Directors. Quality review meetings with provider quality leads, CCG, NHSE and NHSI have been set up. A joint workshop to map out the steps for transition into a new ICS Quality and Performance Board has been designed. A first draft of service specification for external support partners has been created and the draft quality strategy will be published for consultation by the end of the month.

5. Delivery: Update from Transformation Workstreams

The Surrey Heartlands Delivery Board met on 11 April 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:

- Sarah Parker, Director of Transformation and The Academy, presented ‘our priorities’ for 2019, aligned to system ambitions, the NHS Long Term and our Surrey-wide Health and Wellbeing Strategy. This led to a discussion on the future oversight and assurance of transformation programmes, and the role of Delivery Board. Members felt this was still the helpful place to hear what is going on in a beneficial way to connect and influence their own transformation workstreams (a ‘network’), and that Delivery Board needs to be held to account for the correct areas, but be mindful not to duplicate. Members have been asked to provide further comment and feedback, which will be built into a proposal paper to come back to Delivery Board.
- It was agreed that Primary Care will no longer be reporting through the Delivery Board, as transformation work and that of the GP 5 year forward view is already monitored through Surrey Heartlands CCGs. Communication channels for interdependencies between programmes and points of escalation remain open.
- The Academy presented a deep dive, which included learning and achievements from



2018/19 and an indicative plan for 2019/20. Discussions took place about widening the range of clinical/professional leadership (such as to include social care), alignment of the Children's Workforce Academy, linking Quality Improvement in with the Quality roles within ICPs and the ICS Quality workstream, and whether the role of the Academy moving forward was that of delivery or facilitation. Feedback from the session will now be used to develop a 'roadshow' to seek active "what can we do for you" conversations with ICPs and other partners. This will include the consideration of an advisory board/group, which would come together to support and progress specific areas of work as required.

- The programme management office (PMO) and the Academy provided an update on work taking place to evaluate the outcomes from last years' successful business cases and put a foundation in place for evaluating future business cases against our Surrey-wide objectives. Although many projects are still in early stages, key dates for evaluation are being set. The evaluation strategy is available on the Surrey Heartlands Workspace, together with refreshed business case templates.
- Social prescribing is now active across Surrey Heartlands, with link workers recruited across 7 local delivery models. A common monitoring form across Heartlands has been agreed, which will enable the ability to evaluate data at scale. Work has begun to formulate data into a quarterly dashboard.
- A prevention group has formed to take forward the actions from the Suicide Prevention Strategy. The strategy will be brought to Delivery Board in June for presentation and to look at interdependencies with other areas of work.
- As part of the Children and Family Health Surrey transformation plan, a new Health Visitor advice line was launched on 1 April 2019. The service is open to families with children aged from birth to 19 years, 9am-5pm, Monday to Friday, and provides support on all aspects of child health, development and parenting. Further information is available on their website by [clicking here](#).
- The planned care programme has now launched community pharmacy blood pressure checks across 15 pharmacies in Surrey Heartlands. Initial uptake has been good with over 150 checks already taken place since 1 April 2019. This has already led to identification of 10 cases of previously undiagnosed high blood pressure, and a possible AF detection. The pathway will be reviewed throughout April, as part of a soft launch period, with full communications rolling out to primary care colleagues by May.
- 5 out of 8 Pharmacy Organisational Development workshops have now taken place, with over 400 colleagues attending. The programme is already seeing a benefit from increased networking, and learning from workshops is being feedback into programme development, including further opportunities for collaboration.
- The Diabetes UK Community Champion Co-ordinator is now in post and has already engaged with nearly 1,400 citizens in Woking and Staines.
- Workforce have initiated the Health and Wellbeing project, bringing all Surrey Heartlands stakeholders/individual organisations together through a single focus and steering group.

Although primary care are represented, through CCG leads, further work is taking place to understand how GPs as employers can be involved. The outcome of the first session was an agreement to align together for a single workforce health and wellbeing strategy, focused around the NHS Employers framework. Scoping work has now begun to look at what individual organisations are doing, and the specific needs of their staff groups. This will continue as part of a mapping exercise and be presented back to the next focus and steering group, which meets in June.

6. Academy

Key points to note this month are as follows:

- Details of the Academy deep dive are provided within the section above.
- An Academy Forum meeting was held in April which gave an opportunity for a first review of the Re-engineering Outpatient discovery phase work and further insights into the innovation and commercial development work. The next event is a Connect event on 15 March, which will include focus on system leadership with a masterclass from Myron Rogers.
- **Innovation** - Work continues between the Academic Health and Science Network (AHSN) and the transformation workstreams to identify innovation requirements to support clinical change. In particular, we welcome the appointment of the Surrey Heartlands technology navigator, who will support our teams to access the innovations available through the various AHSN programmes in a systematic way. This will include the recently released 2019/20 Technology Payment Products. The Academy, together with the AHSN also have a role in the M3 Enterprise bid, which is now progressing to the second stage led by SaBP. If successful, this will see inward investment to support the development of a “living lab” to help real world testing of innovations.
- **SODA** - The soft launch of SODA (Surrey Office of Data Analytics) was further progressed this month by linking it to the ICS Development programme; Workstream 2; BI workshops. This followed on agreement at System Board for organisational support to SODA in principle. The final workshop tested the prioritisation process for identifying system projects for SODA to take forward. Members of the SODA oversight group have been recruited, with regular meetings starting in May.
- **Commercial Development** - The work to on board Novartis as an industry partner for the Surrey 500 programme continues and System Board have agreed that a Memorandum of Understanding (MoU) with all system partners will be signed to support this working arrangement. This is in addition to the local governance arrangements which are currently in hand. The piloting of the approach through this project will support the development of a system wide governance process for working with industry which is also being progressed.
- **Clinical and Professional Panels** – Work continues to take place to launch the CVD panel asap. A scoping exercise has begun with a focus on mental health for the next panel.
- **Multi-professional leadership** - Framework and engagement continues with engagement on proposed structures

- **Surrey Priorities Committee** – A first meeting has taken place to establish how the Surrey Priorities Committee can evolve to support the wider work of Surrey Heartlands as an ICS.

7. Communications and Citizen Engagement.

Key points to note this month are as follows:

- Our new animation is now up on the [Surrey Heartlands website](#) homepage. It explains in simple terms what Surrey Heartlands ICS is doing and why. The video is also available on YouTube via [this link](#).
- We are working to develop a generic communications pack for communications and engagement leads across the partnership.
- A new patient story, highlighting the integrated health and social care offered to patients and carers at the Ashford Hub, has been added to the website. It will be promoted through social media, including video clips which have proved to be considerably more effective than standard Tweets.
- As part of ongoing work to update the Surrey Heartlands website, the General FAQs have been updated to reflect the ICS status achieved by Surrey Heartlands. Updating of the Devolution FAQs is under way.
- 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.
- An Atrial Fibrillation and pulse checking event was held at the Shah Jahan Mosque in Woking on a Friday which saw some 1,000 people visit the mosque. The event was supported with live Tweeting and a subsequent media release.
- The Surrey Heartlands Health & Care Partnership Communications and Engagement Leads Group continue to meet monthly, 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.
- Planning is underway for the Academy's Connection Conference on 15 May on the subject of leadership

- The Academy has published the first of its quarterly newsletters
- The Surrey 500 programme has been launched. Nominations are coming in and the first two workforce cohorts will go live on 23 May. Ongoing communications support is being provided.
- The Shared Care Record survey closed on 8 April, with 578 responses - a 38% response rate. The survey data will be published in Tableau and shared back to the panel members.
- A survey assessing public perceptions around the potential implementation of Electronic Personal Child Health Record (EPCHR) within Children & Family Health Surrey (CFHS) is being developed for circulation to families with children under the age of 5 years on the citizens' panel.
- Once DPIA (Data Protection Impact Assessment) approval is granted, an evaluation survey of six Online GP consultations tools will be launched to gather feedback of pilots being run across 12 practices in Surrey Heartlands. The survey is due to be distributed in May by participating practices to patients.
- The Healthy Surrey website redesign project for the Public Health team is coming to the end of its fieldwork period; with reporting due at the end of April. Discussions are taking place between Public Health and the BP+ and AF workstreams to explore the opportunity to add a Healthy Heart URL to the Healthy Surrey website in order to incorporate information on the diagnosis and management of high blood pressure and Atrial Fibrillation.
- Focus groups with elderly residents (some on the frailty index) took place on 27 March at Guildford Library for the Healthy Ageing Industrial Challenge fund. The findings focussed around enablers and barriers to staying active – and using digital technology to stay healthy.

8. Forthcoming Events and Workshops – for information

- 7 May – ICS Workshop 3: Information Governance
- 8 May – Academy Forum
- 15 May – Academy Connect Conference: Leadership
- 12 June – Academy Forum
- 19 and 20 June – NHS Confed
- 26 June – Surrey Heartlands Joint Committee
- 26 June – CCGs Governing Bodies in Common – Public Meeting

