

System Board Update

System Board, Wednesday 18th August 2020

Sent on behalf of: Tim Oliver, Surrey Heartlands Chair and Leader of Surrey County Council



Welcome to my second update following this month's Surrey Heartlands System Board meeting on 18th August. This is part of our plan to provide more public transparency across our health and care system and to make sure you are kept up to date with our discussions at Board level. As I referenced last month, System Board will be held in public on a quarterly basis, starting with our meeting on 21st October. The meeting agenda, papers and details on how to join will be published [here](#).

Appointment of Ruth Hutchinson as Director of Public Health for Surrey



We began the meeting with a formal congratulations to Ruth Hutchinson who has been substantively appointed as the Director of Public Health for Surrey. This is a really key position that affects the lives of Surrey residents, particularly in the context of the Covid-19 pandemic and the need to improve health inequalities across Surrey

Covid-19 update in Surrey

Ruth brought colleagues up to date with the current Covid-19 situation in Surrey. The latest data for Surrey is published every Monday [here](#).

System finance update

Highlights from the recent Surrey Heartlands Strategic Finance Board meeting (31st July) were reported where partners discussed how to prioritise capital bids to support critical works across the system in response to Covid-19. Bids include developments to support new social distancing and infection control measures such as expanding waiting areas and eliminating dormitory style accommodation for inpatient mental health facilities.

In terms of monthly reporting, we are expected to report a balanced position as we are still operating under a temporary financial regime (expected to continue until the end of Month 6). We expect to achieve a breakeven position once we have confirmation that a number of Covid-related costs will be reimbursed.

Recovery and Restoration

The Board heard the latest updates from our Recovery and Restoration programme:

At the end of July, NHS England/Improvement set out their expectations for Phase 3 of the recovery programme in a [letter](#) to all system leaders and Chief Executives. Systems are expected to return to near normal levels of pre-Covid activity, which we recognise will take a collective effort across our partnership. NHS England/Improvement have moved the ongoing (Covid-19) incident level from a 4 to a 3, which means a shift from national control and decision-making to regional control. We now need to complete a detailed template setting out our plans, with final submission due by 21st September.

Overall we are making good progress, although similar to other parts of the country, there are challenges with diagnostics and endoscopy. In response we are developing local solutions – e.g. two new mobile endoscopy units will be installed at St Peter’s Hospital – whilst also considering longer-term solutions such as diagnostic hubs.

Our recovery workstreams are up and running and will report regularly to System Board starting with *Hidden Harms* and *ICS Development and Architecture* (see below). Our other workstreams are: *Restoration (of services); Interdependence of Health and Care; Surge planning; Emotional Wellbeing; Develop; Transform; and Digital.*

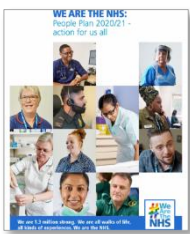
Hidden Harms

Ruth Hutchinson, who leads *Hidden Harms*, presented a brief update. The workstream brings together different programmes of work relating to health inequalities and how we mitigate the risk factors for our most vulnerable citizens. This includes existing work (e.g. the Surrey Health and Wellbeing Strategy), and emerging priorities such as how we are supporting our BAME communities, emotional wellbeing and our outbreak control plan. Data and intelligence is key to driving this forward; Surrey Heartlands is already part of a national population health management programme *link*, which uses data to look at the health needs of local populations. We are also undertaking a Community Impact Assessment to understand the impact from Covid-19 on various communities, looking at areas such as health, economics and population groups.

Recovery and ICS infrastructure

This workstream is about refreshing our ICS strategy so we are clear about our direction and have the right leadership and governance in place to support our ambitions. This includes looking at the ICS and CCG executive leadership, development of our Integrated Care Partnerships, supporting our Primary Care Networks to develop as local community networks; and how our hospitals work together.

NHS People Plan



Alongside recovery, our other major priority is our people and the recent publication of the [NHS People Plan](#) has come at an opportune time. Covid-19 has highlighted heightened risks for many of our workforce, particularly our BAME colleagues and as a system we have put in place robust plans to address these disparities including staff risk assessments. At the last checkpoint (2nd September), 5 out of 7 organisations had completed 100% of risk assessments on BAME staff and the remaining two 99%. The People Plan considers how we can foster a compassionate and inclusive culture, how we grow and train our workforce, and work together differently to deliver patient care.

Our priority now is to develop a local plan and work with colleagues to create the best possible working environment across Surrey Heartlands.

Update on the CRESH (Crawley, East Surrey and Horsham) system

The local CRESH (Crawley, East Surrey and Horsham) health and care system covers a complex geography that spans parts of Surrey Heartlands and Sussex ICSs. Sumona Chatterjee is the CRESH Director and whilst there is more work to do around governance and decision-making, a lot of progress with partners has been made. The system is appointing an Independent Chair which will help to hold both systems (Surrey Heartlands and Sussex) to account in an objective way. System Board was joined by Adam Doyle, Senior Responsible Officer for the Sussex ICS who co-presented an update with Dr Claire Fuller and Sumona.

As well as straddling two ICSs, the CRESH system has a complex flow of patients. The system also has a significant financial challenge with over £100m of legacy deficit in the relevant CCGs. A review was undertaken last year to understand the drivers of this deficit; the key message being that the system has an unsustainable out of hospital model, with a lack of historic investment and over-reliance on acute hospital care. Immediate priorities now are getting the system back into balance, identifying the key next steps for the system to be successful and agreeing system governance. Reducing health inequalities will be a key part of this; as an example, partners discussed the impact of Covid-19 on the geography around Crawley given the huge reduction in business at Gatwick Airport.

Climate Change Strategy

The Board heard a short presentation from Katie Sargeant, Environment Group Commissioning Manager at Surrey County Council and Dr Rachel Gill, Public Health Consultant, on Surrey's Climate Change Strategy, and Sustainability Network. The strategy has set an ambitious target of net zero carbon emissions by 2030 which will need a collective effort with partners, local businesses and communities. A Sustainability Network, chaired by Dr Peter Wilkinson, consultant cardiologist and Sustainability Champion for Surrey Heartlands, is helping to drive action in areas such as reducing single use plastics – for example the introduction of recycling bins on one of the wards at Royal Surrey hospital. The Board supported the ambitions of the strategy, and agreed to help identify sustainability leads to join the network.



Public service reform in Surrey

The meeting concluded with a short discussion on proposed local Government reforms. A Devolution and Recovery White Paper will be published this autumn, setting out plans for devolution of powers, alongside intentions to increase elected mayors and unitary authorities. This presents an opportunity for local Government in Surrey to be reorganised so it is fit for the future, financially sustainable and to develop a model that enables long-term inclusive growth, and tackles health inequalities.

Surrey County Council has written to the Government outlining a vision for Surrey including a proposal for a single unitary authority that would enable more strategic planning around critical services, but importantly would include development of a new community engagement and local accountability model, with closer local alignment to PCN boundaries. Currently these are just proposals and any agreed options would need to go out to public consultation. Board members discussed the importance of local relationships whilst recognising the benefits of being able to plan and deliver certain services across the wider area – such as children's and mental health services, waste (there are currently 11 different recycling processes across the County) and other areas where there would be economies of scale.

Our next System Board meeting is being held on Wednesday 16th September. Our meeting on 21st October will be held in public, details [here](#).