

# System Board Update

## **System Board, Wednesday 21<sup>st</sup> April 2021**

**Sent on behalf of: Tim Oliver, Surrey Heartlands Chair**



Welcome to my regular update following our System Board meeting on 21<sup>st</sup> April. Along with these regular updates, this is part of our plan to provide more public transparency and make sure you are kept up to date with our discussions. Our System Board meetings are held in public once a quarter; the next public meeting will be on 21<sup>st</sup> July. Further information on future meetings and how to join is published [here](#).

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### *General update*

We began the meeting, which was held in public and livestreamed, by welcoming three new ICS directors; Matthew Knight, ICS Finance Director; Michael Pantlin, ICS Director of People and Digital; and Rachel Crossley, ICS Director of Public Sector Reform whose role will help with the wider integration of health and social care across Surrey, ensuring we continue to improve outcomes for our population by addressing the wider determinants of health.

As a system, our top three priorities continue to focus on the wellbeing of our staff, our ongoing incident response and the restoration of services. It was noted that, although we are now coming out of lockdown with restrictions beginning to ease, we continue to look after patients who are very unwell with Covid-19 and it remains with us. As a system we continue to make good progress on our vaccination programme and you can see the latest statistics [here](#). We have also just published an innovative short film to encourage Gypsy, Roma, Traveller and Showmen communities to take up the vaccine - [#GiveCovidtheJab](#), which is part of our wider work to reach less engaged communities, using data and insight to improve uptake.

### *Covid-19 data*

From 29<sup>th</sup> March the coronavirus dashboard is being published weekly [here](#). A full summary is also available weekly, which includes data on positive cases in Surrey and information on the R number [here](#).

### *System finance update*

Highlights from the recent Strategic Finance Board were reported; financial planning guidance has now been issued for 2021/22 alongside financial envelopes; our first planning submission (for the first six months of the financial year) is due [and was submitted] to NHS England on 6<sup>th</sup> May, and final submission on 3<sup>rd</sup> June. Capital allocations have also been issued to systems, with a prioritisation process now underway. As we are at year-end, auditors are currently working across all partners in the system as we agree our year-end system position.

### *Turning the Tide – update from Gillian Francis-Musanu and Dr Russell Hills*

Co-Chairs of the Turning the Tide Board, Gillian Francis-Musanu (Director of Corporate Affairs at SASH and Chair of the BAME Alliance) and Dr Russell Hills (GP and Surrey Downs ICP Clinical Chair) gave an update on the work of the Board over the last few months. Turning the Tide is an oversight board, set up in relation to work supporting our BAME communities; going forward it will also capture wider inequalities work within our workforce.

Key highlights included:

- Since the beginning of the year a lot of work has taken place via our vaccine equalities, engagement and inclusion group, working with organisations like SMEF (the Surrey Minority Ethnic Forum) to support vaccine confidence within different communities where uptake is lower.
- Work undertaken via our Population Mortality Improvement Board looking at how we support people with conditions such as hypertension, diabetes, which will really help to reduce health inequalities at pace going forward.

The Board is also reviewing its structure to make sure it remains current, that there's no duplication and is developing a communications plan to share progress across the system.



### *Digital Inclusion/Exclusion – update from Katherine Church, ICS Digital Director*

At a previous System Board Katherine referenced the 200,000 people across Surrey who we believe to be digitally excluded; since then the team has undertaken an initial analysis to gain greater insight and understanding of digital exclusion and digital literacy needs.

At the last Surrey Heartlands Health Inequalities Board a target of zero tolerance in digital exclusion was agreed (recognising that some people may still choose not to use digital technology).

Katherine highlighted the following areas of progress/planning:

1. Recognition of the need for good engagement with voluntary organisations on the ground, particularly at ICP/Place, to gain and share greater information and knowledge;
2. To set up a working group around digital inclusion (including Place/ICPs, primary care, Surrey County Council and others), to implement strategies and consider how we commission some of the key services we need across our system;
3. To map initiatives already taking place at both local and county level. For example, we are working with libraries to identify space for volunteers to deliver digital training for residents and are looking to identify some pilot sites. At system level we are working with Barclays Digital Eagles – their corporate social responsibility arm - to develop a comprehensive package of digital training which we can take through the library project and also into care homes.
4. The Surrey Coalition of Disabled People's 'Tech 2 Connect' programme which provides devices and training to a waiting list of eligible residents with specific requirements, which has enabled around 2500 vulnerable people to access digital technology. We now want to work with them to help scale up this work to reach larger cohort of our population, potentially up to 50,000 people.
5. Supporting primary care to use more remote monitoring technology in people's own homes and have made a funding bid for 15 digital navigators to help people use these new technologies.



### *ICS Development update*

Following publication of the [White Paper](#), we set up a short task and finish group to support the necessary governance in becoming a statutory ICS by April 2022 (subject to the Government enacting the Bill, expected to be part of the Queen's Speech on 11<sup>th</sup> May). With good representation from across the Surrey Heartlands system the group has focused on four key areas:

1. The future inter-relationships between the ICS and our four ICPs, looking at resources, accountabilities, budgets and finance, quality assurance and oversight and having a standard governance framework. Any recommendations will be subject to any final national guidance.
2. Consideration of the two formal boards as outlined in the White Paper; the ICS/NHS Board with responsibility for NHS budgets and functions, and the Health Partnership Board which will bring together wider partners. Clearly a lot of progress has already been made in Surrey via the Health & Wellbeing Board and the 10 year strategy and we will look to build on this as we develop our plans and future governance structures.
3. The role of Non-Executive Directors and the patient voice, with wide agreement that having independent directors is an important part of our system with roles well established in local Trusts that bring an objective perspective to governance and oversight. Across Surrey Heartlands we have good engagement with a wide range of partners, including the work of Healthwatch as patient advocates, and we need to build on this.
4. Ensuring good clinical and professional engagement, again building on engagement to date and making sure their voice is heard as the deliverers of local healthcare.

The group has made good progress and is now paused as we wait for the final Bill and guidance from the national teams.

#### *NHS Priorities and 2021/22 Operational Planning Guidance*

Karen McDowell, ICS Chief Operating Officer, gave the Board an overview of the work taking place to develop our ICS plan in response to this year's planning guidance. All systems are required to submit draft plans (including system activity, performance, workforce and financial plans) for the first half of the year (April – September) to NHS England on 6<sup>th</sup> May, with a final submission at the beginning of June. Our plan will reflect the six priority areas set by NHS England – listed below – alongside separate plans for mental health and learning disability services.

1. Staff health and wellbeing
2. Ongoing Covid response
3. Transform delivery of services, accelerate restoration of elective and cancer care and manage the increasing demand on mental health services, and maternity.
4. Expand primary care access
5. Transform unscheduled care
6. Work collaboratively across systems

Our plan will include two additional sections on elective recovery and health inequalities. Each priority area will be led by a Senior Responsible Officer from across the system, with an Executive lead, a Clinical/Professional lead, and also supported by a Lay Member. Following submission in May a review session with NHS England will take place later in the month, before final submission in early June.

#### *Update on the Guildford and Waverley ICP/Place - Louise Stead, Chief Executive of Royal Surrey Foundation Trust, and place-based leader for Guildford and Waverley, and Vicky Stobbart, Director of Partnerships*

Louise and Vicky gave a detailed update on the work of the ICP/Place as part of our regular deep-dives into each local partnership. Key highlights included:

- Alliance agreement approved in March 2020 after working in shadow form from January to March; going live with a full Board and Committee structure from April 2021. Key partners are Royal Surrey Foundation Trust, Surrey County Council, Surrey Heartlands CCG, GP Federation ProCare, with PCN Clinical Directors Board members (but not signatories on the Alliance);

- A Memorandum of Understanding with wider partners in development;
- Production of an Alliance Prospectus which describes who the partnership is, key priorities and how they will work and collaborate.

The Alliance has agreed its vision as: *'The population of Guildford and Waverley - start well, stay and live well, age well and die well'*, with four five year goals – improving health and wellbeing; supporting communities; delivering integrated health and care services; and putting the local health economy onto a sustainable footing.

Louise went on to highlight a number of tangible impacts which have built on the positive partnership working, relationships and learning through the pandemic:

- Vaccination programme – almost reaching 100,000 – only possible thanks to the way partners and communities have pulled together, including volunteers;
- 19 out of 20 practices involved in the pulse oximetry service to monitor Covid symptoms at home;
- Reconnection service for the over 65s – launched during Covid – addressing social isolation and loneliness (for example through windowsill crafting, falls prevention services);
- Development and continuation of the Covid-19 Ward at the Royal Surrey, supported by emergency planning permission from Guildford Borough Council;
- Care home sector programme – aligning of care homes to PCNs;
- Work to improve palliative and end of life care – with an All Parliamentary Award for their Covid-19 community palliative care response;
- Success of virtual consultations.

Going forward, the Alliance will be looking to strengthen its governance and delivery to enhance public confidence and accountability, support the local workforce and deliver a number of innovative projects through local transformation funding including digital inclusion, local community engagement and a palliative end of life care education facilitator.

*Other Place highlights:*

- East Surrey/CRESH – since the last System Board and following publication of the White Paper, previous recommendations to bring East Surrey back into Surrey Heartlands (and the Crawley and Horsham areas back into Sussex) have been enacted, with the first East Surrey ICP Board taking place in May. Other local highlights include a bid for social prescribing and green space for talking therapies, a successful vaccination and outreach programme (including a roving bus) and increasing momentum for the *Growing Healthy* programme across the five PCNs.
- In Surrey Downs, key highlights include the improvement in Learning Disability Health Checks (an improvement from 40% last year to 80% this year, a theme replicated across our other ICP areas); launch of a new musculo-skeletal pathway; and a new IT platform in local care homes which also interfaces with the ambulance service to monitor if someone is deteriorating.
- North West Surrey highlights; the two hour urgent community response service has been extended; step-up care into community centres and people's own homes has tripled; and a refresh of their overall strategy with a particular focus on supporting our people and how we bring teams together.

**Our next System Board is being held on Wednesday 19<sup>th</sup> May. Our next public meeting is being held on Wednesday 21<sup>st</sup> July, instructions on how to join are given [here](#).**