

System Board Update

System Board, Wednesday 16th June 2021

Sent on behalf of: Tim Oliver, Surrey Heartlands Chair



Welcome to my regular update following our System Board meeting on 16th June. 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 21st July. Further information on future meetings and how to join is published [here](#).

General update

Dr Claire Fuller updated the Board on national and regional priorities. Nationally interviews for the new Chief Executive at NHS England will be taking place in July; the appointment will be made by the Secretary of State following recommendations from the interview panel. The other key priority is ICS development, with the new framework from NHS England just published [here](#). All systems need to submit their System Development Plans by the end of this month; our plan will be an evolving document, taking into account final legislation and any other updates. Adverts for Chairs of the new statutory ICSs are likely to be published towards the end of this month, with Chief Executives expected in July. Across the South East region, all six ICSs are working collaboratively on this development work and taking a lead for different areas, Dr Claire Fuller is the lead for the commissioning workstream.

Over the past few weeks we have started to see Covid-19 case numbers begin to rise again due to the impact of the new Delta variant. Whilst numbers are still much lower than those seen at the beginning of the year, they are rising quickly and are a cause for concern, particularly in areas bordering south west London and Kingston, where rates are growing. Working closely with public health colleagues we are stepping up our messaging on the importance of regular testing, particularly with schools and younger age groups where we know the case numbers are increasing, with surge testing taking place in areas with the highest rates of transmission. The positive news is that the vaccination offers good protection against hospitalisation and death, particularly after the second dose, and whilst Covid-19 hospital admissions are slowly increasing, they are doing so at a much lower rate. Our vaccination programme continues at pace with correlation between areas of lower uptake and higher incident rates.

Covid-19 data

The coronavirus dashboard is being published three times per week [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

Our six month plan has been submitted alongside our Operating Plan which shows a balanced position, albeit with risks and mitigations. Regarding capital plans, we know our financial allocation for the next couple of years will be lower than originally expected; a lot of work has taken place by Finance Directors

across the system to mitigate our position and a re-phasing of our programmes of work. We have also reached a favourable agreement with NHS England to bring forward some expected land sale receipts to bridge some of the gaps. Looking ahead to the second half of this year, we are awaiting final decisions on financial approach; whether to continue to current block funding (started during the pandemic); returning to the normal financial regime; or a mixture of the two. Planning for the second half of the year is unlikely to start until at least September.

Operating Plan update

We have now submitted our final Operating Plan for the next six months to NHS England/Improvement. Our plan was considered the best across the south east Region and has been rated 'green' throughout thanks to a huge amount of work by teams and individuals across the system. The plan is set against a backdrop of the challenge to restore services, meet new care demands and reduce the care backlogs that are a direct consequence of the pandemic, whilst supporting staff recovery and taking further steps to address inequalities in access, experience and outcomes.

Learning Disability and Autism Programme Delivery Plan

We have developed a three year Learning Disability and Autism Delivery Plan, which sets out a clear direction of travel and how we will achieve our ambitions in the area. The plan has been submitted to NHS England and Improvement regional colleagues, with positive feedback received.

Across Surrey Heartlands we have around 20,000 with learning disabilities, of which around 5,000 of these require specialist learning disability services. Key priorities in the strategy include delivering the priorities set out in the national framework including improved governance arrangements, addressing health inequalities, housing provision and support, as well key areas for health including work on diagnostics and ensuring the most appropriate care environment (linked to reducing the reliance on inpatient care where there are more appropriate alternatives).

As part of this work, we have developed a draft Autism Strategy, which has been co-produced with people with autism and their families. We are also undertaking work to increase the number of placements available for our residents, supporting by a number of successful capital bids. We have undertaken work with young people waiting for diagnosis to reduce waiting times and we have become an Exemplar site for a national piece of work to improve care for people with learning disabilities. Following a great deal of work, we have also seen significant improvement in the number of people with learning disabilities that are receiving a regular health check. In terms of next steps, we will now be taking forward further work on best practice in Learning Disability registers, addressing working challenges and undertaking further work around capacity to ensure children and young people are able to access accommodation closer to home.

Update on the Mental Health Partnership Board

Alan Downey, independent Chair of the Mental Health Partnership Board, updated System Board on the recent peer review and subsequent hard-hitting report which has recently been published [here](#). The peer review provided a unique system view of mental health services across the board – undertaking extensive work including interviews and mapping against comparator systems across the country and abroad. The simple issue is that demand in the system is higher than we are able to provide, so people are waiting and being let down. The positive is that everyone involved in the review recognises and accepts the picture painted by the report and up for finding the right solutions. Next steps are to develop an improvement programme using findings from the review which was approved at the Health and Wellbeing Board earlier this month. The recommendations mark a major shift towards prevention and early health, stressing the importance of improving access and preventing people from 'bouncing' around the system. Overall this

represents a step-change in our system approach to mental health with a shared commitment across all partners for taking collective responsibility and holding each other to account.

Refresh of the Health and Wellbeing Strategy

Director of Public Health Ruth Hutchinson, talked the Board through proposed changes to the Health and Wellbeing Strategy. The strategy's original intent 'that no-one is left behind' is particularly pertinent following the pandemic which we know has exacerbated health inequalities and its overarching aim will be revised to '*reducing health inequalities so no-one is left behind*'. Reducing health inequalities is a golden thread throughout the revised strategy and links closely with local place-based models and the work they are doing around community empowerment.

In terms of refreshing our three main priorities; priority one, supporting people to live healthy lives, needs to have a real emphasis on prevention and promoting physical wellbeing including those experiencing multiple disadvantages, for example the homeless. Priority two, focused on mental health needs to stress prevention of mental ill health and promotion of emotional wellbeing. Priority three, supporting everyone to fulfil their potential, needs further emphasis on addressing the wider determinants of health particularly following insights from the Community Impact Assessment.

Data and intelligence will be integral to delivery, and ensuring we work together and share this will strengthen our ability to deliver. At the recent Health and Wellbeing Board, an agreement was made around an overall strategy and ambition around data and intelligence which will be led by Gavin Stevenson, Chief Constable of Surrey Police. Further work to evolve our Joint Strategic Needs Assessment is needed, with an operational group to be convened to progress and embed these principles. Ruth also confirmed that the Engaging and Empowering Communities Board will be launched shortly.

Place/ICP highlights:

- **East Surrey** has embarked on an exciting journey of developing its 'Place' identity, vision, objectives and model of care and has appointed PPL as the OD partner. A key strength in East Surrey is the relationship with the local authority – both at county and district level and with local communities. This will form the core unit of our thriving communities and will create a strong and stable base to deliver a model of care that can significantly improve outcomes for our residents. Positive developments include:
 - Growing Health Together programme goes from strength to strength with closer links with the Borough Community Development teams and Surrey County Council working with our Primary Care Network Clinical Champions.
 - COVID @ Home pathway now beginning to link into Pillar 2 test and trace contacts.
 - Joint work on the Ageing Well Programme to implement an Urgent Care Response from October onwards, Development of an Integrated Anticipatory Care Model at place (Frailty Model, End of Life Care and Enhanced Care at Home)
 - Design and Development of an Integrated Model for Respiratory Services for the population of East Surrey which includes self-management (My CPOD app), bid to NHSE for Fractional Exhaled Nitric Oxide (FeNo) devices for asthma, standardising prescribing guidelines, integrated respiratory MDT and Spirometry Diagnostic Hub.
- **North West Surrey** highlights;
 - The Alliance Board recently held an away-day, with social distancing measures in place, to refresh their strategy and key priorities, supported by public health colleagues and intelligence to inform discussions.

- Hosted a visit from Baroness Dido Harding to describe the work going on across North West Surrey as a Place; the Baroness was positive about what she heard and keen to understand more about the dynamics of taking a broader approach to tackle the wider determinants of health at a local level.
 - Alliance members recently took part in the *Addlestone Immersion* event; this is a good example of future working, bringing together a diverse set of people representing different areas such as health, the local borough council, businesses including retail outlets, schools and community gardens – looking at how we can work together to improve the future of a local area, and a positive example of a broader strategy around a ‘place’.
 - Continuing work to understand vaccination uptake locally which is slightly lower than other areas; having pursued a robust engagement strategy across local communities we might want to consider commissioning some more in-depth research and understanding about local behaviours.
- **Guildford & Waverley highlights;**
 - The Alliance held a partnership wide seminar on addressing health inequalities and inequities in access to care. The seminar was a call to action, exploring how we can work in collaboration with our borough councils on wider determinants of health, and use insights of our Population Health Management data to develop appropriate preventative care pathways across our geography.
 - A first tranche of transformation projects have been approved, including community engagement in North Guildford, an area of higher health inequalities. Working with Citizens Advice Guildford, and Guildford Borough Council we are building on our community assets to better understand health needs within the primary care network area.
 - Beginning to mobilise the ‘*Tech to Community Connect*’ project for Guildford and Waverley residents, addressing both digital inclusion and social isolation and loneliness. The project team will be establishing a local digital inclusion steering group and innovation pot for local partners to facilitate access to our local health services through digital means.
 - Our PCNs are in the process of recruiting primary care network programme managers to support in delivering new roles, and support with local development.
 - Our governance structure is maturing, with non-exec and lay member Chairs appointed to all our place-based committees with Terms of Reference agreed. An Alliance risk register is also in development for full Board ownership of place based risk.
 - Development of a set of 10 partnership objectives, each assigned to an owner, with SMART plans in development.
 - **Surrey Downs** - in the last few months, the Surrey Downs Place/ICP Board has reconfirmed their shared ambition and values, based on system-wide collaboration and co-design. The governance structure has also been refreshed including the management of conflicts of interest around commissioning to ensure an open and fair process. Surrey Downs is beginning a wide programme of engagement with partners and local communities and is supporting staff working across organisations (including the CCG and providers) to create *One Team* across the ICP. Positive developments include:
 - Adopting an end-to-end musculoskeletal integrated service

- Working with the six Primary Care Networks to create integrated hubs for local communities
- Reducing hospital length of stay and number of emergency hospital admissions
- Overall positive patient satisfaction via surveys.

BBC Breakfast recently filmed at Leatherhead Hospital on the Surrey Downs Long-Covid service; this has been a positive development locally and is expected to be a big feature within the news programme, publication date yet to be determined (at time of writing).

Surrey Downs has also been in the NHS news as a case study in a recent publication by NHS Providers: [Providers Deliver: Collaborating for Better Care](#). This report focuses on successful provider collaborations to address common challenges, provide more integrated care pathways and deliver more sustainable services – important examples as we move forward in our integration journey. You can read the case study [here](#).

Our next System Board is being held on Wednesday 16th June. Our next public meeting is being held on Wednesday 21st July, instructions on how to join are given [here](#).