

System Board Update

System Board, Wednesday 19th May 2021

Sent on behalf of: Tim Oliver, Surrey Heartlands Chair



Welcome to my regular update following our System Board meeting on 19th May. 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

Tom Edgell from NHS England/Improvement gave the Board an update on work taking place to support ICS development as we move towards ICSs becoming statutory organisations from April 2022. The second reading of the Bill is now expected to take place in late July which would be followed by a process for future Board appointments. A national framework/guidance to support systems is expected to be published shortly by NHS England/Improvement. NHS England/Improvement also recently closed a consultation on their Oversight Framework (their approach to overseeing performance). A draft Oversight Framework has now been agreed; next steps will be CCG end of year assurance which is expected to be a light touch basis this year without ratings.

Covid-19 data

The coronavirus dashboard is currently 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; looking back at the 12 month position at the end of the financial year, performance was as expected with the CCG reporting a break-even position. Our financial plans for the first six months of this year have been submitted (a balanced plan with mitigations against potential risk), with options on how financial planning will work for the second half of this year currently being discussed. We have also submitted our Covid financial report which has been audited.

NHS priorities and operational planning guidance 2021/22

ICS Chief Operating Office Karen McDowell gave an update on our system plan; since our draft submission we have received positive feedback from NHSEI with minimal areas for improvement. The draft plan has been classified as Amber/Green overall and we will be working through areas of improvement for our final submission on 3rd June with the intention of a final rating of Green. Once the final plan has been approved we will develop a public facing narrative for publication. A separate mental health plan is also being developed.

Development of provider collaboratives – Suzanne Rankin, Chief Executive Ashford & St Peter's Hospitals NHS Trust; Jack Wagstaff, Place-based Leader, North West Surrey Alliance

Provider collaboratives – groups of providers working together under agreed governance arrangements to improve outcomes – will play an important role in the success of integrated care in the new health and care landscape. In advance of further guidance from NHSEI, we are starting to piece together how different constructs and collaboratives can start working together, building on existing collaboration, to start delivering more holistic care, clinical innovation and improved outcomes for patients. In developing different models we will need a clear framework and approach including formal contractual arrangements and accountability for delivering agreed outcomes.

Provider collaboratives need to be part of our system architecture; as a system we already have well-established and maturing place-based provider collaborations, this isn't new territory but is about creating more structure and aligning these arrangements within our new system architecture. Examples of existing collaboration include our pathology services, a partnership across Surrey and parts of Berkshire; joint work between Ashford and St Peter's and Royal Surrey on the electronic patient record; and collaborations across pathways (informed by the *Getting it Right First Time* programme) such as colorectal and musculoskeletal pathways.

You can read more about provider collaboratives [here](#).

Update on the Mental Health Partnership Board

Michael Coughlin, Deputy Chief Executive at Surrey County Council, updated System Board members on the work reporting to the Surrey Mental Health Partnership Board established last December. The Board has initiated a peer review – 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 Board will now develop an improvement programme using findings from the review to draw up a series of recommendations which will go to the Health and Wellbeing Board in June for ratification.

Carers Strategy

Debbie Hustings, NHS Partnership Manager for Carers and Adam Watkins, Senior Joint Carers Lead, presented the refreshed Surrey Carers Strategy. The new strategy has been extensively co-designed with partners, stakeholders, carers and citizens, with special thanks to Councillor Alison Griffiths and independent carers lead Sue Tresman as advocates of the carer's voice. The impact of Covid-19 on carers has been considerable, with wide recognition that as we emerge from the pandemic carers will need more support than ever, with the need for a more flexible strategy and for every part of the system to be doing their part. The strategy, which will be publicly launched in early July, focuses on what matters most to carers and makes the most difference for them, with the golden thread to make carers everyone's business. A joint carers' dashboard to monitor performance across the system is being developed. A new young carers strategy is also in development.

Refresh of the Health and Wellbeing Strategy

Director of Public Health Ruth Hutchinson, introduced the approach to reviewing and refreshing the Surrey Health and Well-being Strategy, originally published in May 2019. 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*'. The strategy also needs to take account of the inclusion within the Health & Wellbeing Board's responsibilities of the Community Safety Board, alongside recent transformation and recovery work. We also need to build on work done through the Community Impact Assessment and the Joint Needs Assessment to ensure we really are doing everything we can to reduce health inequalities. The process will

be approved by the Health & Wellbeing Board in June, with work being undertaken over the summer months for final ratification of the revised strategy in September.

Update on Surrey Downs ICP/Place – Daniel Elkeles, Place-based Leader for Surrey Downs and Chief Executive of Epsom & St Helier University Hospitals

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.

Other Place highlights:

- East Surrey – has now reset their governance arrangements following disaggregation of the CRESH system (Crawley, East Surrey and Horley); East Surrey Partnership Board met for the first time recently, with Dr Pramit Patel chairing the East Surrey Clinical Board. Positive work with district and borough councils, the community and voluntary sector and developing further work on integration and a core narrative.
- North West Surrey highlights; held a recent strategy session across the ten partner organisations, setting key priorities and direction for the coming year; development of preventative options for young and older people; and developing good innovation across the Alliance.
- Guildford & Waverley highlights; continuing to develop involvement plans and ensure all partners are engaged with the Alliance, not just those represented at the Alliance Board.

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](#).