

Agenda item: 7

Paper no: 4

Title of Report:	Joint Accountable Officer Report	
Status:	To note	
Committee:	Governing Body	Date: 27/07/18
Venue:	Dorking Halls, Reigate Road, Dorking, RH4 1SG	

Presented by:	Matthew Tait	
Executive Lead sign off:	Matthew Tait	Date: 13/07/18
Author(s):	Suzi Shettle, Head of Communications	

Governance:

Conflict of Interest: The Author considers:	None identified	✓
Previous Reporting: (relevant committees/ forums this paper has previously been presented to)	Not applicable	
Freedom of Information: The Author considers:	Open – no exemption applies	✓

Executive summary:

This report provides an update on recent developments and areas which may be of interest, and do not form part of the wider Governing Body meeting agenda.

It includes an update on the following areas:

- NHS70 celebrations
- Surrey Heartlands Health and Care Partnership
- Development of Integrated Care Partnerships
- Planning and strategy
- CCG Improvement and Assessment Framework
- Improving Healthcare Together 2020-2030
- Wheelchair services procurement

Implications:

What is the health impact/ outcome and is this in line with the CCG's strategic objectives ?	This update links to a number of areas and strategic objectives including: <ul style="list-style-type: none">• Achieving a sustainable system• Development of collaborative working• Developing Integrated Care at a local level• Safe, effective care providing the best possible health and care outcomes and patient experience
What is the financial/ resource required?	No financial implications, although a reference to finances is included within the CCG Improvement and Assessment Framework item.
What legislation, policy or other guidance is relevant?	The report includes an update on statutory duties including NHS England's CCG Improvement and Assessment Framework.
Is an Equality Analysis required?	Equality analysis has been completed for items referenced in the report where these have been required (eg. in relation to the Surrey Care Record and other projects).
Any Patient and Public Engagement/ consultation required?	Patient and public engagement has been undertaken in relation to some areas covered in this report. This includes engagement on the introduction of the Surrey Care Record, engagement to inform the work of the Surrey Heartlands Partnership and local engagement in relation to local projects and programmes such as the Improving Healthcare Together programme.
Potential risk(s) ? (including reputational)	Issues and challenges are referenced within the paper, including in the CCG Improvement and Assessment Framework update.

Recommendation(s):

The Governing Body is asked to note this report.

Next steps:

A further update will be provided at the next Governing Body meeting.

NHS70

Firstly, I wanted to reflect on the recent NHS70 celebrations and the work the CCG has undertaken locally to support this. As part of the national NHS70 celebrations, members of the CCG attended a ceremony at Westminster Abbey and the CCG also held a Big 7Tea event for staff, which raised over £150 for charity. The three CCGs worked with colleagues across Surrey and the local media on a series of case studies to celebrate '70 heroes of the Surrey NHS' and led a social media campaign to support the celebrations. We also held a Surrey Heartlands Health and Social Care Partnership choir event on the evening of 5 July, which brought together local choirs for the evening and raised over £2,000 for the Fountain Centre, which supports local people living with cancer and their families.

Surrey Heartlands Health and Care Partnership update

Following on from the update provided at our last meeting, the July update from the Surrey Heartlands Health and Care Partnership Transformation Board is included with this report for information. It provides an update on recent progress and developments including the launch of the new maternity helpline (linked to our Better Births programme), the work of the Clinical Academy, plans for a Workforce Summit in September and the launch of the Surrey Care Record and the wide scale engagement we are undertaking as part of this project. It also provides an update on devolution and the discussions we are progressing with NHS England and other partners in relation to other areas of commissioning we hope to take on in future through devolved commissioning arrangements.

Development of Integrated Care Partnerships

Locally and nationally the closer integration of health and social care services remains a priority and this work is being taken forward through the development of Integrated Care Partnerships. These will operate at a local, CCG level and will bring together member practices and GP federations, local providers, local authorities and other partner organisations to plan and deliver care for their local populations.

These local partnerships will complement the work happening across the wider Surrey Heartlands Health and Care Partnership, which aims to address unwarranted variation in quality and outcomes and improve care across a wider geography. Through Surrey Heartlands we will set the standards in care we want to commission for our patients and it will then be for local Integrated Care Partnerships to respond to these and decide how best to achieve these standards locally.

Work is already underway with our GP federations and wider partners on the development of Integrated Care Partnerships, which are progressing in all three CCG areas including in Surrey Downs. This work includes working with primary care colleagues on the formation of local partnerships through a model known nationally as the Primary Care Home approach. This work is being supported by the [National Association of Primary Care](#) and focuses on bringing together a range of health and social care professionals to work together in a different way to provide more

personalised, and more preventative care, for local communities.

Planning and strategy

Recognising the challenges faced nationally, earlier this month the Prime Minister announced that the NHS budget would rise by 3.4% per year on average over the next five years, equating to an extra £20billion by 2023 in addition to inflation. We are currently awaiting further details on the settlement but as a system we welcome this additional funding. It is expected that some funding will be ring-fenced to invest on key national priorities to help increase quality and outcomes for patients so we await further information from NHS England.

Following the publication of Surrey County Council's draft vision for 2030, which covers health and social care, education, housing, transport and employment, we continue to work closely with Surrey County Council colleagues to ensure our plans and priorities are aligned. The vision describes how the council will transform over the next few years to meet the challenges it faces and a joint working group has now been established to take this forward and ensure local authority and health plans are fully aligned.

Surrey County Council has launched an engagement programme to seek the views of Surrey residents on its draft vision. More information and an online survey can be found online at www.surreycc.gov.uk.

CCG Improvement and Assessment Framework

Each year NHS England carries out an assessment of CCGs under the Improvement and Assessment Framework (IAF), which looks at performance across 51 indicators, as well as other areas. This month every CCG has received an overall assessment that places their performance in one of four categories: outstanding, good, requires improvement, or inadequate. The 2017/18 ratings for all CCGs were published on 12 July and Surrey Downs CCG received an overall rating of 'requires improvement'.

Prior to publication the CCG received formal feedback from NHS England in relation to this rating. This correspondence congratulated the CCG on the progress it has made during the year in a number of areas including progress made within the Continuing healthcare service, community initiatives that are helping to reduce unnecessary admissions and strong A&E performance over the winter months. We also received positive feedback in relation to the progress being made through the Surrey Heartlands Health and Care Partnership and devolution.

NHS England also acknowledged the challenges in relation to the financial position across the three CCGs, as well as areas for improvement including Child and Adolescent Mental Health Services (CAMHS) and Improving Access to Psychological Therapy (IAPT) performance and referral to treatment times and work is already underway to improve performance in these areas.

Further information, and full details of the CCG's performance against each domain, can be found on the [MyNHS website](#).

Improving Healthcare Together 2020-2030

Since our last meeting we have also launched the *Improving Healthcare Together 2020-2030* programme, which brings together NHS Surrey Downs, Sutton and Merton Clinical Commissioning Groups. The programme aims to improve healthcare and address three main challenges in the combined geography of the three CCG areas.

These are:

- Improving clinical quality
- Providing healthcare from modern buildings
- Achieving financial sustainability

On Thursday 21 June 2018 the three CCGs met as “Committees in Common” to consider a number of draft papers that outline the case for change, the clinical vision for healthcare, the healthcare challenges faced locally and proposals for developing potential solutions to these challenges. The programme builds on previous work which has sought to address local challenges including Epsom and St Helier University Hospitals NHS Trust’s recent estates review and engagement programme.

The three CCGs are seeking to address these challenges by taking forward the findings from previous programmes of engagement. Improving Healthcare Together 2020-2030 seeks to find ways of making sure that healthcare is high quality and sustainable into the future.

At the Committees in Common the three CCGs supported the launch of an engagement period to inform local people and stakeholders of the programme and to seek their views on the thinking to date to help inform the next stages of the programme. This engagement period launched at the end of June and events are taking place in each CCG area in July as part of this engagement. Further information including the Issues Paper and details of events can be found on the programme website www.improvinghealthcaretogether.org.uk.

Wheelchair services procurement

Surrey Downs CCG is currently leading a procurement programme in relation to wheelchair services, on behalf of all six Surrey CCGs. As part of this programme we have widely engaged with service users, their families and carers. Following a successful co-design workshop in February, attended by around 100 wheelchair users and carers and 13 voluntary and community groups, in April we launched a survey to further explore a number of areas. This included seeking feedback on the current service locations and journey times, as well as exploring the concept of bringing together wheelchair services and community equipment under one contract.

This engagement process received a good level of response from local service users, their families and carers, and provided further valuable feedback to inform our plans and the development of a new service specification. We received 169 responses to the survey and key areas of feedback included there being a high level of support for a more integrated service, strong support for an integrated wheelchair and community equipment service and useful feedback in relation to travel times and the factors that are most important to service users and their families when visiting service locations. We would like to thank everyone who took the time to share their views.

As part of next steps, taking into account the feedback we have received, we are now working with Surrey County Council colleagues on a proposal to bring together the commissioning of wheelchair services and community equipment into one combined contract that is held jointly by the NHS and Surrey County Council. All organisations are supportive of this idea in principle and once this decision has been ratified by all parties we plan to move forward with a joint procurement. We believe this will help ensure a more integrated and personalised service for service users and bringing these services together also offers other benefits in terms of efficiency and value for money.

This change means we will need to adjust the original procurement timescales and we are working with the current providers to extend the current arrangements for a short period while further work can be undertaken. We will be working with the current providers to address feedback we have received from service users through our engagement work and we will also be using the feedback to inform the development of the new integrated service.

Transformation Board
4th July 2018

Programme Update

Author:	<i>Vanessa Harding Programme Director</i>
Executive Lead/Sponsor(s):	<i>Claire Fuller, SRO</i>
Action required:	<i>Recommendations for approval</i>
Attached:	<i>Programme Delivery Update</i>

EXECUTIVE SUMMARY	
<i>Update on progress and delivery of work programme.</i>	
Date of paper	29 th June 2018
For further information contact:	<i>Vanessa.harding3@nhs.net</i>

**SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP
TRANSFORMATION BOARD 4TH JULY 2018**

PROGRAMME DELIVERY UPDATE

Transformation Board: 4th July 2018

Authors: Vanessa Harding Programme Director

Paper for: For Information/approval

1. Executive Summary

- It has now been confirmed that our Local Health and Care Record Exemplar (LHCRE) bid, made in conjunction with partners in Thames Valley, was successful.
- Surrey Heartlands has partnered with Kent and Medway and submitted a bid for an online educational programme for people with diabetes to the Digital Test Bed programme), which provides funding and support to NHS organisations and industry to test combinations of technology and pathway innovation.
- The MSK tool developed to support GPs in decision making and offer self-help advice to patients has been launched and piloted in East Elmbridge. Early evaluation (month 3) suggested 55% of patients have not returned following self-management.
- A workforce summit is being arranged for 13th September and diary invites will be sent out shortly. The aim of the summit is to answer what does our current workforce look like? What will our future workforce look like? How will we bridge the gap?
- The Maternity Advice line has been incredibly busy with call volume outstripping capacity at certain times of the day / week. In the first month 4716 call were taken and 3500 answered within 60 seconds. 42 ambulance attendances were avoided.
- The Institute for Health Improvement (IHI) undertook an onsite cross organisational 'diagnostic' exercise 19th – 21st June to help us understand how to build on the collective strengths of current organisational approaches and also to address gaps where they exist. A more detailed report on the IHI visit is included in the Board papers for noting.
- National and regional population health management leads from NHS England and Public Health England visited Surrey Heartlands on the 5th of June to complete an assessment of our system maturity. Feedback was positive.
- Our first Clinical CONNECT event takes place on 11th July. This is the first of Surrey Heartlands twice yearly meetings to be held, and will focus on what we are doing digitally to transfer care.

- A process to prioritise the 7 Wave 4 capital bids has been undertaken and bid leads were invited to present to the prioritisation panel on 25th June. The panel interviewed the leads and scored the bids against the 6 national criteria. This forms part of our Estates workbook which was submitted to NHSE South Region on 29th June prior to the final version being submitted to NHSE/I on 16th July. Details on process, scoring and next steps are attached in Appendix A.
- We are continuing to work with local NHS providers and GP practices ahead of the launch of the Surrey Care Record in August. Communication has been shared with 121 GP practices across the patch. A door drop for residents has been planned with Royal Mail for 9th July.
- The draft case for change document (describing the case for devolving a small number of NHS England functions to Surrey Heartlands in 2018/19) has been updated and discussions will take place between local and national partners throughout July to finalise the proposal.
- Work is progressing to develop our proposition relating to system assurance. Dialogue is ongoing with national partners to establish a system whereby Surrey Heartlands will be responsible for managing the performance of its constituent parts and ensuring that robust mechanisms are in place to ensure effective oversight and accountability.

2. Surrey Heartlands - Delivery Board and Workstream Update

The Surrey Heartlands Delivery Board met on 14th June (the notes of which are included within Transformation Board papers).

Each workstream presented an update on their deliverables that month and any issues or risks that required escalation or resolution.

Some of the key points of note from the workstreams this month are:

- It has now been confirmed that our Local Health and Care Record Exemplar (LHCRE) bid, made in conjunction with partners in Thames Valley, was successful. This will bring £7.5m of investment into the bid region enabling us to scale up our ambitions to enable front line staff to better manage population health through linking digital records for direct care. Linked records will give staff better access to the information they need, including patient histories, previous test results and care plans. The press release can be read here: <https://www.england.nhs.uk/2018/06/local-health-and-care-partnerships-covering-23-5-million-could-save-lives/>
- We have received support and commitment from the Surrey LMC around the development of a strategic information governance board (Surrey Information Exchange Board). This will sit in the wider Surrey context and include representation from other STPs. The context and activity of current Digital programmes and projects in coming weeks will help shape our timelines and scope behind this board, and allow us to finalise our Terms of Reference. The board would potentially include Caldicotts, SIROs and DPOs from organisations.

- Surrey Heartlands has partnered with Kent and Medway and submitted a bid to the Digital Test Bed programme, which provides funding and support to NHS organisations and industry to test combinations of technology and pathway innovation. In the meantime, NHSE has confirmed that 25% of the SE funding can now be used (c£115k) for an online educational programme for people with diabetes, and we are working up a plan with Kent and Medway to use this funding as mitigation if we are unsuccessful with the Test Bed bid.

The diabetes specialist nurses are now all in post and have started receiving referrals. Cohorts of patients that can immediately be helped have already started to be identified which is unexpected but already demonstrating the value of these roles.

- The Planned Care workstream leads presented their proposal for the development of agreed principles for a 'good' Planned Care Pathway at Delivery Board this month. The proposal is to approach the development in 3 phases. Phase 1 will commence with research including interviews with clinicians, patient journey vlogs, and desktop research on areas of best practice. Phase 2 will include a co-design event planned for early September bringing together all the research from phase 1 resulting in a set of agreed principles. Phase 3 will focus on communicating the principles across the system and testing these with a new pathway design likely to include ophthalmology and dermatology (as recommended following the efficiencies work in April/May). Delivery Board were fully supportive of the approach.
- The MSK tool developed by Dr James O'Brien (Surrey Downs) to support GPs in decision making and offer self-help advice to patients has been launched and piloted in East Elmbridge. Early evaluation (month 3) shows a total of 288 patients have been through the MSK tool, with c25% referrals to physiotherapy, 13% to Secondary Care MSK and 7% referred as a priority to physiotherapy after self-management. This suggests 55% of patients have not returned after being referred to self-management. Roll out of the tool across Surrey Heartlands is planned by April 2019.
- One of our key priorities this year is to develop an overarching Surrey Heartlands Workforce Strategy that supports the ICS and our ICPs, linked to new models of care and key national priorities for workforce growth and transformation (including mental health, UEC, maternity and primary care). To facilitate discussions with key leads from across the system, a workforce summit is being arranged for 13th September and diary invites will be sent out shortly. The aim of the summit is to answer what does our current workforce look like? What will our future workforce look like? How will we bridge the gap?

In the meantime recruitment has started to introduce a workforce lead for each ICP to support their local workforce agenda and development of the strategy.

- Surrey Heartlands participated in and presented at a Leadership Summit across Kent, Surrey and Sussex – *Leading in Turbulent Times*. This was a stimulating event. Suzanne Rankin gave the closing speech, encouraging all to be leaders and learners at all times; we learn and improve when we listen well and are confident to speak up when something isn't right – emphasizing how together we can make a real difference to the quality of care and experience of those who use our services.

- The Maternity Advice line has been successful and is incredibly busy with call volume outstripping capacity at certain times of the day / week. In the first month 4716 call were taken and 3500 answered within 60 seconds. **42 ambulance attendances were avoided.** An Advice Line Supervisor is now in place to review call handling and ensure maximum efficiency of call management. We are also working closing with SECAMB to explore the role of Call Handlers and how this may support at peak times.
- Number 5 of our series of 6 GP Masterclasses took place on the 20th June with a focus on 'Working with devolution' - Getting the Model of Care right at a local level and what this looks like for General Practice.

The event was attended by around 20 GPs from across the patch and the guest speaker was Dr Tracey Vell MBE, Associate Lead for Primary & Community Care / Chief Executive Manchester LMC presenting on their experience of the Devolution Journey. All sessions were well received, feedback was really positive.

The SHP Primary Care team has decided that this will be the last of the GP Masterclasses and plan to discuss in collaboration with each ICP team how the remainder of the Transformation Funding used to deliver these events will be used to further develop Primary Care at scale across the system.

2. Clinical Academy Update

IHI Visit

The Surrey Heartlands Academy strategy includes developing a system-wide Quality Improvement (QI) approach. To support us with this the Institute for Health Improvement (IHI) have been working with us and undertook an onsite cross organisational 'diagnostic' exercise between 19th – 21st June to help us understand how to build on the collective strengths of current organisational approaches and also to address gaps where they exist. This will support innovation, continuous improvement, and sustained results in achieving the 'Triple Aim' and reduce unwarranted variation in healthcare.

The diagnostic was in the form of site visits to partner organisations to meet with key quality improvement leaders and teams from each site and across a range of staff groups, as well as a number of conversations with Surrey Heartlands groups focused on partnership working. Each conversation was framed around 'understanding quality' to share fresh perspectives on population health, what this means for staff and understanding what matters to patients and citizens.

The early feedback is positive and we are strong on collective will, ambition and ideas. Further support may be helpful in fully executing these ideas and evaluating the impact these make to our patients and citizens.

A more detailed report on the IHI visit is included in the Board papers for noting.

Developing local clinical outcomes to improve outcomes

We are identifying additional specific clinical outcomes together to tackle some of the biggest system wide issues in Surrey Heartlands to reduce unwarranted variation and ensuring the best care possible for our citizens.

The Academy and the Clinical Leadership Group have been working with the Cardiovascular workstream to understand how clinical outcomes can be set at a strategic level and owned locally by the emerging Integrated Care Partnerships (ICPs). The ICPs will be empowered and supported to be the local delivery mechanisms for the system wide outcomes. This may mean delivery could have local variation but the whole system is working towards the same main high level outcomes.

It is important to ensure it is a whole system approach and not just clinical, so outcomes need to be a high enough level and take into consideration the wider determinates of health and other public and third sector partners who contribute hugely to the health of our citizens. We have agreed to aim for a 40% reduction in atrial fibrillation related strokes in Surrey and are developing a range of activities to launch and support this ambition.

Population Health Management Event

National and regional population health management leads from NHS England and Public Health England visited Surrey Heartlands on the 5th of June to complete an assessment of our system maturity. They visited all three regions, meeting representatives from each area and the ICS. Although there is much to do, early feedback has been positive, highlighting aspects where we are working well as a system to understand our population and improve health outcomes. The ambition to take this work further was clear and the assessment will inform a support offer from NHS England, focused particularly on areas where we are currently functioning as a basic system. This offer will be formalised in a written report prepared over the summer.

June also saw an initial meeting of intelligence leads from across the Surrey Heartlands system, discussing plans to establish the Surrey Office of Data Analytics (SODA). This will be a virtual network coordinating analytics and intelligence requests that require an integrated response, reflecting the work and needs of the ICPs and SHP. SODA will build on an emerging analytics community of practice developed through joint intelligence work such as the Visualising Patterns of Need and Care project and the Surrey and Sussex Integrated Data platform (SSID). A task and finish group will take this forward with further updates to follow.

Clinical CONNECT

Our first Clinical CONNECT event takes place on 11th July. This is the first of Surrey Heartlands twice yearly meetings to be held, and will focus on what we are doing digitally to transfer care. CONNECT aims to bring people in Heartlands together to build relationships and provide a forum for discussion through celebrating and shaping the work that we do.

3. Estates Strategy Update (also see appendix A)

Every STP is due to submit their Estates Strategy Workbook to NHSE/I by 16 July. Surrey Heartlands are required to submit our draft version to NHSE South Region on 29 June. The Strategy Workbook outlines the current make-up of our estate (square footage, cost, utilisation

etc.) along with our high level estates strategy and demonstrates how our current and proposed estate plans across the system contribute to and support Surrey Heartland's priorities.

As well as capturing all the estate projects across the system, we are also required to state which projects we intend to fund using Wave 4 Capital and support those capital bids through the workbook. Of the 13 original bids for the Wave 4 Capital Bid process, only 7 have been put forward for submission as it was felt that others were not mature enough. However, all 13 projects are referenced within the workbook as projects in the pipeline.

A process to prioritise the 7 capital bids has been undertaken and bid leads were invited to present to the prioritisation panel on 25th June. The panel interviewed the leads and scored the bids against the 6 national criteria. The Bid Prioritisation Panel was made up of:

- John Stebbings – Surrey Heartlands Estate Strategy Lead
- Vanessa Harding – Surrey Heartlands Programme Director
- Graham Wareham – Estate Programme Finance Lead
- Jeremy Smith – External Strategic Estates Advisor for other STPs in the South Region (Independent Panel Member)

The next step is to submit the workbook and Capital Bids to NHSE and NHSI South Region on 29th June, following which, NHSE/I South Region may have comments or queries that will require us to amend the workbook before the national submission deadline on 16th July.

A full briefing is attached in Appendix A detailing the schemes and the scoring.

4. Communication and Citizen-led Engagement

Key activities that have taken place in the last month include:

- We are continuing to work with local NHS providers and GP practices ahead of the launch of the Surrey Care Record in August. Communication about the project has been developed and shared with 121 GP practices across the patch. A door drop for residents has been planned with Royal Mail and will take place from 9th July. A media campaign has been in place with local radio and social media coverage. A public contact centre has also been established.

The Digital workstream will be engaging with the clinical workstreams around how the Surrey Care Record can benefit their work, and developing an introductory piece to support workstreams in identifying key opportunities and benefits, and what requirements and conditions are needed for them to be included.

- The team has been working with ITN Productions for NHS England as part of the NHS70 video shoot. The video trailer has been shared on social media.
- A reminder that the **Surrey Heartlands Choir** event to mark the NHS 70th anniversary celebration takes place on 5th July. The event will take place at the G Live Centre in Guildford in the evening. Tickets for the event will be £5 and are available to purchase via this link - <https://www.eventbrite.co.uk/e/surrey-heartlands-health-and-care-partnership>

[nhs70-choir-event-tickets-43606419976?utm_term=eventurl_text](https://www.surreycc.gov.uk/news/2018/07/nhs70-choir-event-tickets-43606419976?utm_term=eventurl_text). All the money raised will be going to the Fountain Centre.

- **Surrey Heartlands Rounders Tournament 2018** - this year's tournament will take place on Wednesday 11 July, from 5pm-8pm at [Effingham Rugby Club](#). Teams are limited to 9 players and should be multi-organisational. You can sign up here: <https://surrey-heartlands-rounders.eventbrite.co.uk>. Once you have recruited, please email the name of your team to Victoria.berry9@nhs.net. The deadline to register your team is Friday 6 July.

5. Devolution (Integrated Commissioning)

Work continues between the CCGs and County Council to formalise the integrated commissioning governance arrangements and pooling of c. £500m commissioning budgets through the development of a 'section 75' partnership agreement.

The Joint Committee met on 20th June – the discussion focused around the financial challenges facing the system, joining up longer term planning and the transformation programme between the County Council and the ICS, and the population health management approach being developed across Surrey Heartlands.

Following feedback from NHSE, the draft case for change document (describing the case for devolving a small number of NHS England functions to Surrey Heartlands in 2018/19) has been updated and discussions will take place between local and national partners throughout July to finalise the proposal.

2030 planning

The County Council have launched a programme of engagement to establish a new vision for 2030 describing how the council will need to transform over the next few years to meet the challenges it faces – a joint working group has been established to align this work to the longer term planning work being undertaken by the ICS and to ensure the emerging transformation programme at the council complements and works with the Surrey Heartlands transformation work.

System Assurance

As a key part of establishing Surrey Heartlands as a devolved care system, work is progressing to develop our proposition relating to system assurance. The devolution agreement committed partners (locally and nationally) to change the way that assurance happens for Surrey Heartlands health and care services. Dialogue is ongoing with national partners to establish a system whereby Surrey Heartlands will be responsible for managing the performance of its constituent parts and ensuring that robust mechanisms are in place to ensure effective oversight and accountability; and be assured and performance managed, jointly by NHS England and NHS Improvement, collectively as a place.

Future Commissioning models

Attain have produced a set of proposals for which services should be delivered and commissioned at Integrated Care Partnership and Integrated Care System level across Heartlands and those that maybe commissioned on a wider footprint. These are presently being tested with

stakeholders and are being fed into debates about how commissioning functions should be arranged to support these. This next stage includes a staff workshop across both health and local authority commissioners.

Different operating models are now being considered to get a better understanding of the potential end state so that an implementation plan can be developed.