

Title of Report:	Joint Accountable Officer Report	
Status:	To note	
Committee:	Governing Body Committees in Common	Date: 26/09/18
Venue:	HG Wells Centre, Woking, Surrey GU21 6HJ	

Presented by:	Matthew Tait, Joint Accountable Officer	
Executive Lead sign off:	Matthew Tait	Date: 18/09/18
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, relevant to the three CCGs:

- New Governing Body Committee in Common arrangements
- Surrey Heartlands Health and Care Partnership update (separate paper attached)
- Extended access to primary care services
- Planning and strategy

- Integrated Urgent Care Service procurement
- South East Coast Ambulance Service demand and capacity review
- Surrey Heartlands shortlisted for multiple HSJ awards
- Aligning governance arrangements

It also highlights several local CCG items:

- Referral Support Service in Guildford and Waverley
- North West Surrey out of hospital and urgent care programme
- Proposed relocation of Fort House Surgery in Walton
- Improving Healthcare Together 2020-2030
- Update on adult community services in Surrey Downs CCG

Implications:

What is the health impact/ outcome and is this in line with the CCG's strategic objectives ?	This paper is relevant to the following CCG corporate objectives: <ul style="list-style-type: none"> • Objective 1: Achieving a sustainable system • Objective 2: Development of collaborative working • Objective 3: Developing Integrated Care at a local level • Objective 4: Primary Care development • Objective 5: Safe, effective care providing the best possible health and care outcomes and patient experience • Objective 6: Commissioning a safe and sustainable Children's service
What is the financial/ resource required?	This paper has no direct financial implications.
What legislation, policy or other guidance is relevant?	This paper makes reference to areas linked to the NHS Constitution, local CCG Constitutions and other areas of statutory responsibility.
Is an Equality Analysis required?	An equality analysis is not required for this paper as the analysis is undertaken, where required at individual project or programme level. However, equalities work is referenced within the JAO Report, including under the Improving Healthcare Together programme update, where there is an update on the work undertaken in relation to this area.
Any Patient and Public Engagement/ consultation required?	This paper includes an update on key areas of patient and public engagement work being undertaken by the CCGs including the North West Surrey urgent care programme, Fort House Surgery and Improving Healthcare Together 2020-2030.
Potential risk(s) (including reputational)	This paper does not highlight any specific risks.

Recommendation(s):

This report is to note.

Next steps:

This report is to note.

1. New Governing Body Committees in Common arrangements

Firstly, I just wanted to recognise that today it is our first meeting under our new Committees in Common arrangements. These new arrangements reflect the closer working happening across Guildford and Waverley, North West Surrey and Surrey Downs Clinical Commissioning Groups, and mean that the Governing Bodies will now take place at the same time, in the same location, with the same or similar agendas. Meeting in this way reflects closer working across the three CCGs and will help to align our governance arrangements and streamline decision-making.

All three CCGs will have their own Governing Body membership and each CCG will make its own decisions to reflect that they are still three separate statutory organisations. We will rotate the venues for the Governing Body meetings so we hold them in different locations across the three CCG areas and we will ensure they are widely advertised. The meetings will continue to be held in public so anyone who is interested in hearing about local health issues is very welcome to join us to hear the discussions.

2. Surrey Heartlands Health and Care Partnership update

Following on from the update provided at our last meeting, the September 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 our plans to accelerate the use of digital technology, the Pharmacy Integration Fund, the NHS Health and Care Innovation Expo 2018 and our plans to take on greater commissioning responsibilities through devolution.

As part of this Surrey Heartlands update I also wanted to note, and formally welcome, Louise Stead, who has been appointed as the new Chief Executive of Royal Surrey County Hospital NHS Foundation Trust. Prior to her new role Louise held the position of Deputy Chief Executive and Director of Nursing and Patient Experience. Louise formally took up her new post on 1 September, taking over the role from Paula Head, who has been appointed as Chief Executive of Southampton University Hospitals NHS Trust.

3. Extended access to primary care services

As part of a new national 'extended access' initiative, over the past few months the CCGs have been working with GP federations and member practices to
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increase access to primary care services across the local area.

By working together in a new and different way local GP practices are increasing access to routine primary care appointments, making it easier for people to get the care and advice they need at a time that's convenient to them. This means, in addition to being able to book GP appointments at a local practice, patients also have access to additional appointments during the evenings and at weekends at a number of locations across the local area.

Appointments are being provided through networks of local GP practices, operating across the three CCG areas.

In North West Surrey the extra appointments are being provided by North West Surrey Integrated Care Services (NICS), the local federation of GPs. Over 844 additional appointments have been offered in under a month and the number of appointments will increase further. These additional appointments, which can be booked through local GP practices, are available from 6-9pm on weekday evenings and from 9am to midday at weekends, available at some GP surgeries and from the Bedser Hub at Woking Hospital.

Further south in Surrey Heartlands the Procure Health GP federation is providing extra appointments for people living in the Guildford and Waverley, where appointments are available at two hub locations– The Fairlands Practice in Worplesdon and Binscombe Medical Centre. The service provides additional GP appointments on weekday evenings (6-8pm), Saturdays (8am to 12 noon) and Sundays (10am-2pm) and patients can book appointments through their own GP practice.

As one of the early adopters of the extended access programme, in the Surrey Downs area, GP Health Partners have been offering people living in and around Epsom, Ewell, Ashted, Leatherhead, Bookham and surrounding areas extra appointments during evenings and at weekends for some time. Anyone registered with one of these practices can contact their surgery or phone GP Health Partners directly to book an appointment.

As part of this new national initiative, an extended access service will also be available for people living in the East Elmbridge area from the end of September, delivered by Surrey Medical Network, and for people living in and around Dorking from October, where the service will be delivered by the Dorking Healthcare GP federation.

By increasing access to primary care services, it will be even easier for people to get the advice and support they need, at a time that is convenient for them. This additional capacity in primary care will help relieve pressures in other parts of the

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health and social care system and help ensure more people are seen and treated in the community, closer to home.

4. Planning and strategy

As you would expect, a major focus across the CCGs and the wider Surrey Heartlands Health and Care Partnership is planning for winter and providing assurance to NHS England that the necessary plans are in place to manage additional demands for services over this period.

Detailed plans are being developed at both local and system-wide levels and these are delivered through a range of initiatives that will support the management of winter and help ensure people are seen by the most appropriate service. Clinicians and system leaders from across the area come together through Local A&E Delivery Boards to agree these plans, and where additional targeted investment is needed to address specific challenges and increase resilience across the wider system.

Following the launch of the national flu campaign earlier this month, the CCGs are also actively promoting the seasonal flu vaccine, and the benefits of getting vaccinated to those who are eligible (which includes people over the age of 65 years, pregnant women, children aged 2-9 years, people with a long-term health condition, carers and residents of care homes). The CCGs are also making provision for staff to access free vaccines and this will also be widely promoted to staff.

In relation to wider planning, publication of a new NHS 10 year is widely anticipated and expected in the autumn. This will identify national priority areas, which will need to be delivered locally, so will inform our planning for 2019/2020 and beyond.

The final plan is awaited but key areas that have been signalled, and are expected to feature prominently, include a specific focus on:

- life course programmes (prevention and personal responsibility, healthy childhood and maternal health and integrated and personalised care for the frail elderly and people with long-term conditions)
- Clinical priority areas including cancer, cardiovascular and respiratory, learning disability and autism and mental health
- Enablers including workforce, digital and technology, primary care, research and innovation, engagement, funding, efficiency and productivity and local and system architecture.

5. Integrated Urgent Care service procurement

Following a robust procurement process, a preferred provider has been identified for the five year contract to provide the Surrey Integrated Urgent Care Service, subject to contract signature.

The procurement process to deliver NHS 111 and GP out of hours services was led by North West Surrey CCG on behalf of East Surrey, Guildford and Waverley, Surrey Downs and North West Surrey CCGs.

The new service will provide:

- A clinical assessment service and GP out-of-hours service designed to make it easier to signpost patients who call or access NHS 111 for health advice to the most appropriate local service.
- The ability to directly book appointments (in the near future) to other healthcare services to support surges of demand
- A rapid questioning process – with an enhanced triage to help callers get the advice they need quickly

The combined NHS 111 and GP Out-of-Hours service will also benefit from clinical staff having access to medical information immediately, reducing the need for patients to repeat information regarding their symptoms multiple times.

By combining the two services, the quality and access to both are improved and delivered more seamlessly. The aim is improved patient experience with easier access to their 111, GP Out-of-Hours, registered GP and other local services.

As part of the initial phase of implementation NHS111 Online is now live across the region, following a 'soft launch' at the end of July and discussions are underway with the preferred provider in relation to the rapid development of NHS111 Online as part of the wider mobilisation plan.

Following contract signature, and a process of mobilisation, the new Integrated Urgent Care service is due to go fully live on 1 April 2019.

6. South East Coast Ambulance Service demand and capacity review

In response to some performance and financial challenges facing the trust, CCGs from across the region and South East Coast Ambulance Service (SECAmb) jointly commissioned a demand and capacity review of the service.

The review set out to identify a realistic timescale for the ambulance service to meet national performance standards (that form part of the new national

Ambulance Response Programme) and the additional resources (in terms of both staff and finances) needed to achieve this. The scope also included the development of a contracting framework that would support implementation and delivery of the plan.

Following this review, a plan has been developed that would enable the provider to meet the required standards and deliver the following benefits:

- **Better care for patients:** Response times are estimated to improve from the outset as the plan is introduced and continue as the improvements are fully implemented
- **Benefits to frontline staff:** A recent staff survey showed that staff viewed the Ambulance Response Programme as a positive development.
- **SECamb** could become operationally and financially sustainable for the long-term, whilst also meeting national performance standards and supporting the wider system
- **Commissioners** would see improvements in performance as the standards are achieved and have greater certainty around their expenditure and service performance

In order to deliver the required improvements, significant additional investment has been agreed by commissioners for 2018/19, which will be enacted via a Contract Variation by the end of September for mobilisation from October.

Once initiated, implementation of the plan will be overseen by a Strategic Oversight Group and progress will be closely monitored by commissioners to ensure improvements in performance are being delivered within agreed timescales.

7. Surrey Heartlands shortlisted for multiple HSJ awards

Partner organisations from across the Surrey Heartlands Health and Care Partnership have received a total of ten nominations in the prestigious Health Service Journal Awards for 2018, including two for innovative Health and Care Partnership programmes.

The shortlisted projects are:

- Surrey Heartlands Health and Care Partnership is nominated for its midwifery-led 24/7 'Better Births' Pregnancy Advice Helpline, which has received 9,000 calls since its launch in April 2018

- Surrey Heartlands has also been shortlisted for its 'whole system' approach to supporting carers' health and wellbeing through its Memorandum of Understanding 'Together for Carers'
- North West Surrey CCG together with service providers Ashford and St. Peter's Hospital, are shortlisted for their integrated musculoskeletal service 'iMSK', previously Highly Commended in The Lord Carter Awards for Innovation
- There's recognition in two categories for Surrey and Borders Partnership NHS Foundation Trust's ground-breaking dementia technology project – which uses artificial intelligence to support people with dementia in their own homes - and a third nomination for their Intensive Support Service for People with a Learning Disability
- Surrey Downs CCG has been shortlisted twice: once in the Widening Participation category for its Quality in Care Homes programme in partnership with CSH Surrey, and again in the Community or Primary Care Services Redesign category for the achievements of the Community Rapid Access Chest Pain Clinic in reducing waiting times and improving patient outcomes.

Other finalists include South East Coast Ambulance Service for their Intelligence Based Information System (IBIS) and The Royal Marsden's Rapid Access to Prostate Imaging and Diagnosis programme (RAPID), in collaboration with Imperial College Healthcare Trust, St George's Healthcare Trust and Epsom and St Helier Hospitals.

We know there is some really exciting work happening across Surrey Heartlands to improve care so I am delighted to see so many projects have been recognised in this way. The shortlisted projects will present to a panel of judges in October, ahead of the award ceremony on 21 November. I would like to congratulate all the teams on getting to this stage and wish them all the very best of luck.

8. Aligning governance arrangements

As part of work to align our governance arrangements across the three CCGs, next month we are planning to invite member practices in North West Surrey to take part in a further vote in relation to proposed changes to the CCG's Constitution. The proposed changes have been agreed by member practices in Guildford and Waverley and Surrey Downs CCGs so through this vote we hope to get support to align the arrangements across all three organisations.

We are also planning a further vote with member practices in Surrey Downs

CCG on the issue of delegated primary care commissioning and whether practices would support the CCG taking on responsibility for the commissioning of core GP services, which is currently managed by NHS England. Guildford and Waverley and North West Surrey CCGs both have delegated responsibility for this area so if supported by member practices, this change would align primary care commissioning arrangements across the CCGs and support our wider plans in relation to devolution.

Local CCG updates

9. Referral Support Service in Guildford and Waverley

Following the launch of the new Referral Support Service across Guildford and Waverley GP practices in July, work continues to ensure patient referrals are processed, and referred to the provider of choice swiftly and efficiently and in line with the new national e-referral system.

10. North West Surrey Out of Hospital and urgent care programme - 'The Big Picture'

Next month health and care organisations across North West Surrey will be launching an engagement programme to seek people's views about how care is delivered in future outside of major hospitals.

A wide range of health and social care services are delivered in community settings - including GP services, community nursing, many mental health services, health visiting and adult social care – and this programme will ask people how care can best be delivered in future to meet the needs of local people.

Through this engagement work we will also be seeking views about how we support NHS England's recently published standards for Urgent Treatment Centres (the new name being given to all walk-in facilities such as Urgent Care Centres and Walk-in Centres), which will improve and standardise how these services are provided in future. The engagement programme will give the Weybridge population the opportunity to inform the range of out of hospital health and care services that may be provided from the new health and care facility that will be built on the site of the old Weybridge Hospital, which was destroyed last year by a devastating fire.

The engagement programme will launch on Tuesday 2 October with an exhibition style event at The Ship Hotel in Weybridge (3 – 8pm) with further roadshow style events in Woking and Staines and more events planned for later in the autumn.

There will be many different ways for people to get involved and share their
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views. More information about this programme and local events is available at www.nwsurreyccg.nhs.uk.

11. Proposed relocation of Fort House Surgery in Walton

To meet the growing demand for primary care services in Walton-on-Thames a proposal has been developed to re-locate Fort House Surgery to modern premises that have sufficient capacity to cater for current and future patients. The proposal would see the practice re-locate to Walton Community Hospital as it provides available clinical space that can be readily adapted to provide facilities that will meet patient need and demand and meet the necessary requirements.

As part of a period of engagement, members of the public have the opportunity to find out more about this proposal, and review the plans through public meetings and at an exhibition in Walton Library in September. The CCG welcomes feedback from local people and stakeholders, which will be used to shape next steps. More information about the proposal is available on the CCG website at www.nwsurreyccg.nhs.uk.

12. Improving Healthcare Together 2020-2030

Following on from previous updates, Surrey Downs CCG is working with Sutton and Merton CCGs to improve healthcare and to address the three main challenges highlighted by Epsom and St Helier Trust, through the recent estates review and engagement programme. The challenges we aim to address are:

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

Since our last Governing Body meeting we have continued our programme of engagement work with the public and our key stakeholders, around the challenges and potential solutions summarised in the Issues Paper.

In July and August in Surrey Downs we: held two public discussion events in Epsom; distributed copies of the Issues Paper and flyers to around 100 key locations including GP surgeries, libraries, pharmacies and community groups; advertised the programme and events in local newspapers (including in the Leatherhead Advertiser, Dorking Advertiser, Surrey Mirror and Epsom Guardian); and ran a targeted social media campaign on Facebook and Twitter to further raise awareness of the programme and engage local residents.

In September we are running a further round of targeted public and user

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engagement including: two public discussion events (at locations in Bookham and Banstead); two mobile engagement events at The Ashley Shopping Centre in Epsom and Epsom Hospital; two focus groups run by Healthwatch Surrey (for older people, carers and people with learning impairments) and we have also commissioned focus groups with users of maternity, paediatrics and acute/emergency services.

Furthermore, as we have diverse communities in our combined areas, we have commissioned a number of pieces of work to inform the work happening within the programme. This includes:

- An Equalities Impact analysis – published on the website [here](#)
- A Deprivation analysis – Impact study will be published at the end of September
- A Travel Time analysis – Phase 1 completed
- An Integrated Impact Assessment – this work will begin in October

Further information including the Issues Paper and full details of engagement events can be found on the programme website at www.improvinghealthcaretogether.org.uk.

13. Update on adult community services in Surrey Downs CCG

In February 2018 Surrey Downs CCG announced that the new contract for adult community health services had been awarded to the Integrated Dorking, Epsom and East Elmbridge Alliance (IDEEA), bringing together Epsom and St Helier Trust (as lead provider) to deliver services in partnership with the three GP federations in Surrey Downs and Central Surrey Health Ltd (CSH Surrey).

Since February members of the IDEEA partnership have been in discussions to formalise their relationship ahead of entering into the contract to deliver the new service. Following these discussions, in July 2018 the CCG was advised by the trust that the IDEEA partnership would continue without CSH Surrey's involvement.

After further discussions, the CCG took the decision that it was appropriate to continue with the contract award, subject to the completion of a satisfactory due diligence process. However, on 9 August 2018 this decision was formally challenged when Central Surrey Health Ltd served legal proceedings on the CCG (under the Public Contracts Regulations 2015).

Following a mobilisation period, the new service was due to go live on 1 October 2018. However, this challenge means that the process is now paused, with the CCG unable to conclude the awarding of the contract until this matter is

resolved.

Patient care remains our top priority and we will be working with all parties to ensure continuity of care, and continuity of services, while this process is concluded.

**SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP
TRANSFORMATION BOARD 5TH SEPTEMBER 2018**

PROGRAMME DELIVERY UPDATE

Transformation Board: 5th September 2018

Authors: Vanessa Harding Programme Director

Paper for: For Information/approval

1. Executive Summary

- Surrey Heartlands will have access to up to £6.011 million over the next three years to drive forward our digital strategy at pace as part of the Government's announcement of £412.5m to accelerate digital technology across the NHS.
- The government has announced a revised financial settlement for the NHS representing a change in the funding available over the next five years as part of a long term plan for the NHS.
- The Pharmacy Integration Fund is launching a new workstream to embed medicines and pharmacy into STPs and ICSs at system level. Surrey Heartlands ICS has been identified as the nominated area within the South East Region and will receive £150,000.
- New central support is being made available this financial year to integrated care systems on engagement and communications. Additional non-recurrent funding for 2018/19 of up to £70,000 for each ICS is being offered.
- Claire Fuller will be presenting at the NHS Health and Care Innovation Expo 2018 on 5th and 6th December in Manchester, detailing our work following the Systems Efficiency event in February.
- Following a panel review and prioritisation of level 1 bids submitted against Transformation Funding, the Delivery Board has reviewed and approved/recommended 9 business cases totalling £484,561.
- The Digital team are developing a refreshed Digital Strategy in light of the successful LHCRE bid and a final draft will come to Transformation Board in December for approval.
- The funding for the Surrey & Sussex Cancer Alliance has now been confirmed as £2.5m.
- Deep dive sessions have now taken place with all but one of the workstreams. The sessions covered programme governance, clarification of project deliverables and development of workstream dashboards.
- Work has commenced to review alignment of the Surrey Heartlands transformation programmes with the Council's 2030 transformation programme.

- ICPs have now identified population health management leads and will be working to prioritise opportunities to redesign care and develop proactive interventions to prevent illness and improve service outcomes and efficiency.
- At the time of writing, the Surrey Care Record is scheduled to go live on 31st August and a media release and social media activity is planned in support.
- Having been through the NHS England South East regional assessment (and received positive feedback), the system's case for change was submitted to NHS England at the beginning of August for review by the national devolution assessment panel.

2. National and Regional News

- The Secretary of State's announcement of £412.5m for Health System Led Investment (HSLI) provides an opportunity to accelerate the adoption of digital technology across the NHS. For Surrey Heartlands, this means we will have access to up to £6.011 million over the next three years to drive forward our digital strategy at pace. This funding is part of a wider strategy that also includes the £75m announced by the Secretary of State to support the rollout of electronic prescribing systems in provider trusts. Bids against this funding are currently being developed.
- The government has announced a revised financial settlement for the NHS representing a change in the funding available over the next five years. The NHS has been asked to set out a long-term plan for the future of the NHS by the autumn, setting out our ambitions for the future and our plans to meet them over the five years of the funding settlement. The briefing is attached to the Board papers for information and sets out the timeline, working groups and process. Working groups will be contacting relevant colleagues and stakeholders to ensure that they are seeking a broad range of views and evidence to help inform the policy-making process.
- The Pharmacy Integration Fund is launching a new workstream to embed medicines and pharmacy into STPs and ICSs at system level. In the first phase of this, NHSE is allocating funding to one STP or ICS in each of the 7 regions in England to test and confirm the model for this. Surrey Heartlands ICS has been identified as the area within the South East Region due to the maturity of the system, and leadership around pharmacy and medicines. We will receive pump priming of £150,000 to apply a framework developed by NHSE/I to deliver a series of outputs intended to inform the rest of the country for further roll out.
- New central support is being made available this financial year to integrated care systems on engagement and communications. Additional non-recurrent funding for 2018/19 of up to £70,000 for each ICS is being offered and expressions of interest are being invited by 1st September setting out how the system would use extra funding to invest effectively in communications and engagement and how this aligns to the ICS strategic objectives. A submission for Surrey Heartlands is being developed for submission.
- The NHS Health and Care Innovation Expo 2018 takes place on 5th and 6th December in Manchester and is a celebration of innovation, enterprise and collaboration. Claire Fuller will

be presenting as part of a team on “Maintaining a sustainable NHS: the role of efficiency, clinical quality and productivity”, providing an overview of the Surrey Heartlands Systems Efficiency event back in February and progress made to date.

3. Surrey Heartlands Transformation Funding 2018/19

Consideration and approval has been given for the allocation of Transformation Funding for 2018/19.

- Confirmation of the full allocation of transformation funding is still awaited from NHSE at the time of writing. To date the confirmed allocation is £5.8m (total remaining for local initiatives after national priorities) with an expectation that this could increase further up to £6.6m.
- Following a panel review and prioritisation of bids submitted against the £1.5m ‘other’ funding pot, Delivery Board reviewed the outcome and have approved/recommended 9 business cases totalling £484,561.

Mental Health Bids

2 bids were presented to Delivery Board by the Mental Health workstream. The first was in relation to the set-up of a mental health stakeholder / citizen Reference Group, consisting of 3 sessions to engage citizens to shape the design of future mental health services and the integration with physical health opportunities. The funding requirement was £1,400 and was approved by Delivery Board.

The second bid, ‘Integrating Primary Care and Mental Health’, is presented as a separate agenda item for Transformation Board and is a proposal for integrating mental health services wrapped around the Primary Care Home model. The proposal sets out a plan for co-designing and embedding a new transformational offer of integrated primary mental health care in Primary Care Homes for a segmented group of patients, delivery of 3 Rapid Field Tests for embedding mental health into designated Primary Care Homes and agreed GP-practices, as well as a dedicated resource for a new approach to support long term condition patients to access IAPT across Surrey Heartlands. Delivery Board members were very supportive of the proposal and recommends approval of the Business Case by Transformation Board.

Children’s Sustainability and Development

Bids against the remainder of the £1.5m Children’s allocation of the Transformation Funding are currently being developed and are due to be reviewed and considered for approval at Delivery Board on 20th September. An update will be brought to Transformation Board on 3rd October.

ICP Transformation Funding

The 3 ICPs have been allocated transformation funding and as agreed by the Joint Commissioning Committee in June, we have delegated approval of their bids to the individual ICP Boards. To ensure there is a level of assurance around the process, the ICPs will be sharing their review and approvals together with the individual Business Cases with Delivery Board at the September meeting. An update will be brought to Transformation Board on 3rd October.

4. Surrey Heartlands - Delivery Board and Workstream Update

The Surrey Heartlands Delivery Board met on 23rd August (the notes of which are included within Transformation Board papers).

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

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

- Following our success with our Local Health and Care Record Exemplar (LHCRE) bid, the Programme Board has been established and Claire Fuller will attend as the Surrey Heartlands representative. The bid will bring £7.5m of investment into the 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. Recruitment of an SRO and Programme Director is underway.
- The Surrey Care Record is due to go live on 31st August however IT issues may result in a delay. An update will be given at the Board meeting. In the meantime, the Digital team are developing a refreshed Digital Strategy in light of the LHCRE bid and a final draft will come to Transformation Board in December for approval.
- The funding for the Surrey & Sussex Cancer Alliance has now been confirmed as £2.5m. Recruitment of project management resource to take forward the key priorities is now underway. Louise Stead will take over as the Exec Sponsor from Paula Head for this workstream.
- Our Working with Industry Policy has now been aligned across the 3 CCGs and work has begun to identify a partner to collaborate with on CVD.
- The Maternity Advice line continues to receive positive feedback and a submission has been made to the HSJ awards. There has been some interest from abroad and the team are exploring potential commercial opportunities.
- Confirmation has been received from Woking Borough Council to collaborate on a town centre Maternity and Early Years Hub which will offer care for women within the retail centre alongside other healthcare and voluntary organisations. This is an exciting opportunity demonstrating joint working between the Borough Council, Acute, Community and Mental Health Service Providers, Public Health, County Council and voluntary organisations, with the clear aim to improve the lives of those in the communities served. Detailed planning has commenced.
- A clinical risk was raised with GPs unable to access the Badgernet maternity system – as a result there is a temporary cease of GP shared care in NWS whilst training is completed.
- Transformation projects within the workforce workstream have been identified as well as initiatives to address some of the short term issues faced by the teams across the system. The Programme Board is being refreshed and will oversee the programme of work which will

be informed by the workforce summit in September. A 2 day conference for Allied Health Professionals is also being organised for November with Suzanne Rastrick, Chief AHP for England, attending.

- A Medicines Optimisation workstream has been agreed. The Exec Sponsor is Marianne Illsley supported by Linda Honey as Strategy Lead. The workstream will focus on 6 transformation programmes, including E prescribing, PharmaOutcomes and Medication Safety.

ReSPECT Project

ReSPECT stands for Recommended Summary Plan for Emergency Care and Treatment and is a process that creates a summary of personalised recommendations for a person's clinical care in a future emergency in which they do not have capacity to make or express choices. It provides health and care professionals responding to that emergency with a summary of recommendations to help them to make immediate decisions about that person's care and treatment. The process replaces the old DNACPR process.

Last year Surrey Heartlands allocated transformation funding to implement ReSPECT across the ICS with the aim of all providers signing up to the programme – we understand we are the first in the country to do this on a system wide basis and there is national interest in our progress..

Work has been ongoing since April to engage with organisations across the system to communicate the programme. To date all providers with the exception of SABP and CSH have formally signed up to the programme (although both organisations have verbally accepted). RSCH and ASPH have now implemented the programme. Epsom Hospital has not yet committed to implement as St Helier Hospital are using the London equivalent system "Co Ordinate my Care".

Workstream Deep Dives

Deep dive sessions have now taken place with all but one of the workstreams. The sessions covered programme governance, clarification of project deliverables and development of workstream dashboards.

A slide deck is now being drafted to communicate all the transformation programmes of work, deliverables by March 2019 and key leads. These will be presented to Transformation Board in October. In the meantime the next step is to start to align the programmes of work to ICP delivery levels and to map resource across the system to ensure alignment and reduce duplication where it exists.

Dashboards have been drafted detailing outcomes and metrics to measure the impact of project delivery, and the next step is for the BI team to meet with individual workstream leads to confirm the suggested metrics are appropriate and to agree data sources.

Alignment with the Surrey County Council 2030 Vision

Work has commenced to review alignment of the Surrey Heartlands transformation programmes with the Council's 2030 transformation programme. This has been completed at a high level and the next step is for the respective programme managers to meet to review the individual projects and business cases in more detail to identify opportunities to align effort where appropriate.

5. Clinical Academy Update

IHI Report

Following the visit by the Institute of Healthcare Improvement (IHI) in June, they have now published their final report including their initial findings and recommendations for next steps and this is being covered as a separate item of the Board agenda.

Population Health Management Event

Following a meeting of intelligence leads across the ICS system, a vision for the Surrey Office of Data Analytics (SODA) is included as a paper to this month's Board. If approved this would form a virtual coordinating network for projects requiring a joint analytic response across organisations in Surrey Heartlands.

ICPs have now identified population health management leads and will be working to prioritise opportunities to redesign care and develop proactive interventions to prevent illness and improve service outcomes and efficiency. Our risk stratification expert and champion from NHEngland made his first visit to the system in August and will be working over the next 6 months to help evaluate new approaches such as the Docabo project in Surrey Downs and share this learning across Surrey Heartlands and beyond.

At the Primary Care Home (PCH) level, the GP groups are using existing data on Surrey-i and from other sources to plan their initial approaches to population health management. As part of the development and piloting of approaches for SODA, a Hackathon event (supported by a Health Foundation grant) will be held focusing on the PCH level. This event will layer data held in different organisations of the system in new visualisations which decision makers have helped to co-design. This will maximise the insights decision makers can draw from the data currently available as the system develops the linked data platform (SSID) to inform future population health management.

Clinical CONNECT

The first Clinical CONNECT event took place on 11th July and focused on digital connection. For Surrey Heartlands' Digital workstream this was an opportunity to begin a refresh of the system-wide digital strategy. Examples were shared of work already in development across our system (Surrey Care Record, Population Health Management Framework) and opportunities were explored with some technology suppliers (Graphnet Integrated Digital Care Record in Greater Manchester).

Results of a recent survey to draw out citizen and patient expectations and requirements were reviewed and validated from a clinical perspective and these outputs will be used to inform the refresh of the Digital vision, objectives and roadmap for the next 3 years and beyond.

6. Communications and Citizen Engagement

Key points to note this month are as follows:

- At the time of writing, the Surrey Care Record is scheduled to go live on 31st August and a media release and social media activity is planned in support. We are obliged to communicate its existence and basic operating procedures to the public in the form of a Fair Processing Notice (FPN) and during the FPN period over 500,000 door drop leaflets were delivered by Royal Mail to residential addresses in the Surrey Care Record area. In addition, further materials are available through GP practices and other public places such as libraries.

These measures have been supported with voluntary and community group stakeholder information cascades, a media campaign, a social media campaign, a Surrey Heartlands website repository of information including FAQs, signposting to the Surrey Heartlands website from CCG websites. There is also a direct point of contact for particularly complex patient issues.

- The Surrey Heartlands Choir event which took place on 5th July to mark the NHS 70th anniversary was attended by over 400 people and raised over £2000 for the Fountain Centre in Guildford. Alongside other local celebrations a four page spread in the Surrey Advertiser showcased 70 NHS heroes from the NHS across Surrey, a collaborative piece with Surrey Heartlands partners and the other Surrey NHS organisations.
- Work is underway to refresh the Surrey Heartlands Communications and Engagement Strategy; this will include a focus on internal communications and engagement across partners, a media strategy to showcase our success stories, the embedding of our citizen engagement methodology and support for the emerging ICPs. The website is also undergoing a major refresh.
- A positive meeting with the Voluntary, Community and Faith Sector (VSFS) was held to discuss engagement and joint ways of working; NHS England is also offering support for a specific partnership project with the VSFS and we are currently scoping an appropriate project.
- Our recent Stakeholder Reference Group, held on 18th July, focused on our cardiovascular work and included a demonstration of the AF detection device. The event received extremely positive feedback with many attendees offering to take part in the project within the community.
- An Online GP consultations survey took place earlier this month with our panel which achieved c800 responses. The data collected was analysed and themes were used to develop a discussion guide for 3 focus groups being run in early September across Surrey Heartlands. We also have a survey running on Social Prescribing with just under 500 responses so far, due to close on the 30th August and are preparing a questionnaire for the digital workstream for the Healthy Ageing ISCF to go live 3 September.

7. Devolution (Integrated Commissioning)

Having been through the NHS England South East regional assessment (and received positive feedback), the system's case for change was submitted to NHS England at the beginning of August for review by the national devolution assessment panel. This document makes the case for Surrey Heartlands to take a stronger role in decisions about the commissioning of dentistry, immunisations and some specialised services. The national panel will review the proposals and make

recommendations to the national NHS England Commissioning Committee who will make the final decision.

Building on initial work carried out over the summer, September will see our devolution work focus on the following areas:

- System assurance – finalising and putting in place the mechanisms required for Surrey Heartlands to take greater responsibility for its own system performance. These new arrangements will be in place in shadow form from October 2018;
- Finalising the section 75 partnership agreement to enable the County Council and CCGs to pool c. £500m of commissioning budgets and formalise the role of the Joint Committee
- Supporting work to develop a 10 year strategic plan for Surrey Heartlands and the next steps in developing our strategic commissioning functions. We have commenced plans to procure external support to develop a 5-10 year strategic model and plan (the overall purpose of the modelling is to identify opportunities for service improvement interventions to deliver a sustainable integrated system).