



Health Integration and Commissioning Select Committee

23 October 2018

10 Year Strategic Plan for Surrey

Purpose of report:

To inform the Committee about the development of a 10 year strategic plan for Surrey.

Introduction to the strategic planning work

1. The County Council and health partners have committed to the development of a 10 year strategic plan for health and care in Surrey in light of the county's new 2030 vision.
2. PwC have been appointed (by the Surrey Heartlands partnership) to carry out a 10 week programme of work to support this work – the work began in September 2018 and is due to be completed in December, although this will depend on the release date of the key planning requirements regarding the NHS ten year plan and the social care green paper.
3. The programme of work is being sponsored by the County Council's Chief Executive, the Senior Responsible Officer of the Surrey Heartlands Partnership, and Accountable Officer of the Surrey Heartlands Clinical Commissioning Groups.
4. The strategic plan will set out priorities for the long-term, including wider determinants of health and well-being outcomes, and their impact on health and social care finances and activity.
5. This 10 year strategic plan for Surrey is intended to align key stakeholders across the system, including those beyond the Surrey Heartlands partnership to a common set of system-wide priorities with agreed targeted outcomes. These priorities are those which will have the biggest impact on population health overall in Surrey, of which all organisations can be united behind.
6. The plan intends to provide clarity on the strategic direction for Surrey and its priorities, and importantly, how this will be implemented.
7. The plan will deliver:
 - i. A single narrative and outcomes framework to which all system leaders are signed-up and aligned on, and which can be used to engage others with (e.g. residents, patients and staff groups);
 - ii. A clear set of priorities agreed by system leaders for investment by the whole system to reap long term benefits vs. trading off with other short term pressures;

- iii. A 10 year strategic plan with clear next steps for the system to drive forward; and
- iv. Identification of the specific opportunities for collaboration and place-based working (working across partner organisations) to address the identified strategic priorities.

Objectives and Approach

- 8. The objective(s) and purpose of this 10 week programme is to:
 - i. Bring together and synthesise the wider evidence base that paints the picture of Surrey's long term priorities for population health and wellbeing - providing a shared and single view of health and wellbeing needs and opportunities;
 - ii. Engage with the senior stakeholders in the system to jointly agree the long term priority areas of focus for a population health that will have the biggest impact;
 - iii. Provoke and facilitate conversations across the system that allow us to truly understand the cause and effects of initiatives or cuts in one part of the system on other parts - supported by evidence on the long term impacts and trade-offs;
 - iv. Challenge us to consider these issues in a broader context, understanding the wider determinants of outcomes, to allow us to make decisions that are targeted at the causes, not the symptoms, of poor outcomes;
 - v. Unite all stakeholders across the system behind a small set of system-wide priorities, with agreed target outcomes; and
 - vi. Ultimately to create a shared narrative describing the action we will take, why we are doing it and what we are trying to achieve.

- 9. Stakeholders across the system will be engaged through the following activities:
 - i. Baseline model development - to work with colleagues from across the health and care system to oversee the financial and activity modelling work, agree the data needed, and share and iterate findings and analysis of the data;
 - ii. 1-to-1 interviews and a series of working group sessions to understand priority areas of focus, work already ongoing in those areas, and to determine specific opportunities to pursue across partner organisations. We will share best practice from other places to support these discussions;
 - iii. Define and agree an outcomes framework, and specific targets for the system to achieve - linked to the identified priority areas;
 - iv. Engage in two system-wide workshops where we will agree the system's long term priorities, the outcomes framework, and refine the opportunities through which the outcomes can be achieved.

- 10. The 10 week programme of work will conclude the week commencing the 26th November, with key milestones being a workshop on the 7th November to agree priorities and discuss specific opportunities for interventions and a workshop on the 29th November to agree interventions and next steps for the plan.

- 11. It is also worth noting that the project plan has been developed to ensure the NHS 10 year plan once published can be incorporated into the 5 – 10 year strategic plan.

Emerging direction of travel

12. Stakeholder engagement and data analysis has begun to identify emerging key lines of enquiry and areas for further investigation. These are currently being triangulated along with existing strategic and transformation documentation in order to determine potential priority areas.
13. In addition to a wide range of 1:1 interviews and gathering of data, discussions have been held in a number of partnership group to help shape the work including the Health and Wellbeing Board, Surrey Heartlands Joint Committee and the Surrey Commissioning Collaborative.
14. This is an iterative process whilst further analysis and insights are developed and uncovered and will continue to be iterated on until the first workshop on the 7th November. At that stage priorities will be agreed though further iteration may be required based on discussions and outputs.
15. A presentation will be provided at the Select Committee that details the direction of travel and latest findings for the 10 year plan.

The Committee's role in scrutinising the 10 year plan

16. Crucial to the development of the plan will be the engagement of a wide group of stakeholders. Learning from the work undertaken by the Health, Integration and Commissioning Committee to date will help to shape the emerging strategy and the scrutiny function the Committee provides will be important to ensuring a continued focus on securing the best outcomes for the residents of Surrey and engagement with residents through the implementation of the Strategy.
17. Given the significance of the 10 year plan on the population's health and wellbeing outcomes across Surrey the report recommends that the Select Committee establishes a Task Group to support ongoing scrutiny of the strategic plan as it develops and its subsequent implementation. The Committee is asked to discuss and agree specific areas of focus for the Task Group based on where it can add value to the development and implementation of the 10 year Strategic Plan.

Conclusions:

18. A joined up approach across a wide range of partners provides the best prospect of securing the best health and wellbeing outcomes for Surrey's residents.
19. The programme of work supported by PwC will conclude in a 10 year Strategic Plan and subsequent set of system-wide priorities for Surrey which will unite senior stakeholders and drive collaboration.

Recommendations:

20. The Select Committee are asked to:
 - i. Note the strategic planning work that has commenced;

- ii. Provide feedback on the strategic planning work and on the emerging finds presented at the meeting, adding insight from the work the Committee has undertaken to help shape the approach; and
- iii. convenes a Task Group to conduct ongoing scrutiny of the 10 year strategic plan for health and social care as it develops and agrees areas of focus for this.

Next steps:

- Ongoing engagement with partners across the health and care system through interviews and attending partnership groups
- Partners workshop to identify specific priority interventions – 7th November 2018
- Modelling 10 year impact of proposed interventions – 8th November 2018 onwards
- Partners workshop – date TBC

Report contacts:

Justin Newman, Devolution Programme Director, Surrey County Council
Kay McCulloch, Director, PwC
Vivienne Tong, Senior Manager, PwC

Contact details:

justin.newman@surreycc.gov.uk
kay.mcculloch@pwc.com
vivienne.tong@pwc.com

Annexes:

None

Sources/background papers: N/A

None