

Health, Integration and Commissioning Select Committee



8 March 2019

Draft Joint Health and Wellbeing Strategy for Surrey

Purpose of report:

This report provides the Select Committee with the opportunity to consider and comment on the draft Joint Health and Wellbeing Strategy for Surrey.

Introduction:

Local context

1. Over the spring and summer of 2018, Surrey County Council engaged with residents, communities and partners across the county to understand what Surrey should look like by 2030. Informed by those conversations, a new community vision for Surrey was created:

'By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.'

2. In light of the new community vision, and the vital role people and organisations in the health and care system have to play in its delivery, partners initiated a rigorous process for developing a new and fully aligned Joint Health and Wellbeing Strategy (JHWS) for Surrey. The Surrey Health and Wellbeing Board are responsible for the production of the JHWS – the Board will approve the final strategy and will oversee its delivery and implementation. The draft JHWS, annexed to this report (Annex one), has been published as a draft for comment to test the priorities and ambition within it as part of a four week engagement period before being finalised.
3. The primary health and care partnerships across Surrey are the two Integrated Care Systems (ICS) in Surrey Heartlands and Frimley, and the Sustainability and Transformation Partnership (STP) covering East Surrey (and Sussex) – as a Surrey-wide document, partners from all three have been involved in the development of the new JHWS.

National context

4. Nationally, a key policy focus over recent years from the NHS has been on developing new models of out of hospital care (driven by the NHS five year forward view document) and the creation of new partnerships bringing together NHS providers and commissioners, with local authorities and other partners encouraging a more place-based approach to planning and delivery (Sustainability and Transformation Partnerships or in more advanced areas, Integrated Care Systems).
5. In June 2018, the government announced a new five-year funding settlement for the NHS representing a 3.4% average real-terms annual increase in NHS England's budget from 2019/20 to 2023/24 (this equals a £20.5 billion increase over the period).

National NHS bodies were asked to develop a 10 year plan to secure this funding and in January 2019, the NHS published its Long Term Plan (LTP).

6. The LTP's aim is '*to make the NHS fit for the future, and to get the most value for patients out of every pound of taxpayers' investment*'. The LTP also placed significant emphasis on the role of ICS's asking each to develop its own 5 year plan by the autumn of 2019. A summary of the LTP is annexed to this report (Annex two).
7. The local partnerships asked to respond to the NHS LTP in Surrey are the two ICSs and the STP mentioned above. As the Surrey Heartlands ICS is entirely within the county of Surrey, the Surrey JHWS will form the core of its response to the NHS LTP (with supplementary Surrey Heartlands specific information submitted alongside it). The Surrey JHWS will also form part of the separate submissions made by both East Surrey and Sussex STP and Frimley ICS in their responses to the NHS Long-Term plan.
8. A Green Paper on social care is due to be published later this year with indications it will cover integration with health and other services, carers, workforce and technological developments, with an overall aim of ensuring that the care and support system is sustainable in the long term. Partners locally will review the contents of the Green Paper once published to ensure alignment with the implementation of the Health and Wellbeing Strategy.

Draft Joint Health and Wellbeing Strategy

9. The draft Joint Health and Wellbeing Strategy (JHWS) sets out the challenges facing the Surrey health and care system as part of the case for change and describes the priorities for the system focusing on the wider determinants of health to create long-term and generational change for the population. Set out below is an executive summary of the JHWS (Annex one) highlighting what can be found in each of the sections of the document. Links to the JHWS appendices are provided where additional detail can be found.

Background / foreword (JHWS pages 3-4)

10. The background and foreword provide an introduction to the Strategy giving context describing the ambition and strategic intent of the document. In summary:
 - The people and organisations in the health and care system will play a vital role in the delivery of the 2030 community vision for Surrey. Recognising this, partners initiated the development of the new 10 year JHWS for Surrey.
 - The JHWS is the product of unprecedented collaboration between the NHS, Surrey County Council, district and borough councils and our wider partners, including the voluntary and community sector and the police.
 - The strategy focusses on the importance of prevention and addressing root causes of poor health and wellbeing – including things like poor housing and the environment – and not simply on treating the symptoms. It is intentionally ambitious.
 - It states 'We want the people of Surrey to live longer, healthier lives. We believe that people should be supported to look after themselves and those they care for, and have access to services when they need them. And we want to deliver better health and wellbeing outcomes within our budget'.
 - The strategy focuses on a single set of agreed priorities for the county, in particular where change can be effected as a partnership. It is not meant to include

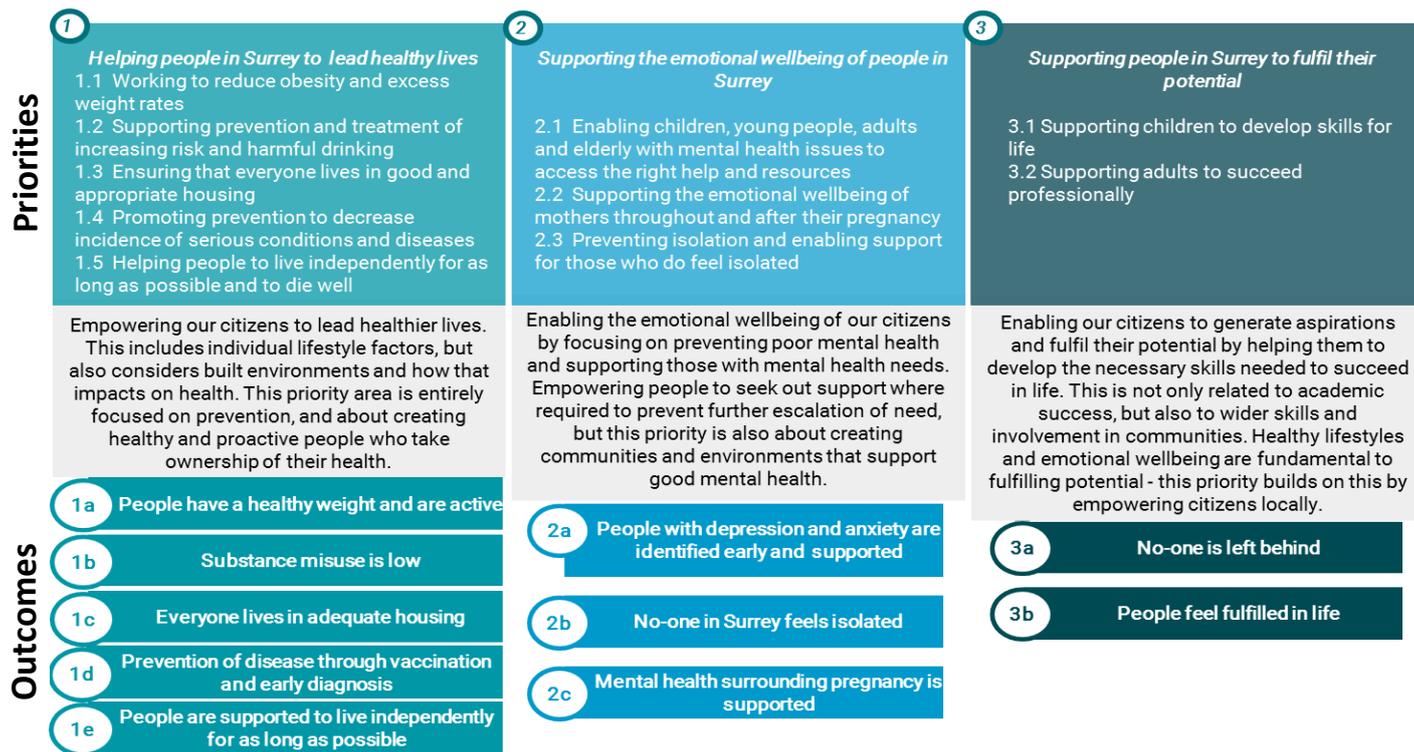
everything, and therefore doesn't cover sector specific, organisational or local plans although these will all need to be aligned to this overarching work.

Context and case for change (JHWS pages 5-8)

11. This section of the JHWS describes the county of Surrey and summarises the evidence that has been reviewed and used to understand the current state of health and wellbeing in Surrey (using the life phases of Start Well, Live Well, and Age Well as a framework). The Surrey Joint Strategic Needs Assessment is named as a comprehensive source of information to inform the strategy. In summary:
 - Public services in Surrey and across the country are under growing pressure, with continued funding constraints, rising expectations and increasing demand. Surrey's population is older than the national average and this is expected to increase. By 2030 over 22% of Surrey's residents will be aged 65 and over, and more than 30% are already living with a long term condition.
 - Although on the whole Surrey is widely perceived as a 'healthy and wealthy' county, it is not without its share of challenges. For example, it is estimated that 10,600, 5 to 15 year-olds in Surrey have a mental health disorder. Similarly, there is considerable variation in deprivation, with over 23,000 children in Surrey living in poverty, which is linked to poor health and wellbeing outcomes for them and their parents.
 - Health and wellbeing is at the heart of a prosperous society. The evidence is clear; shifting towards a place based approach to deliver key priorities will result in a more effective and efficient service.
 - Alongside the data we have about people's health and wellbeing, citizen engagement has and will continue to form a vital role in the design and delivery of the JHWS.
12. Appendix two to the JHWS (priority scorecards) provides greater detail and insight into the data that was reviewed in helping determine the priorities – these scorecards were developed for 12 emerging priority areas, summarising the information gathered both from external research and stakeholder engagement. They were used at a system-wide workshop to discuss and debate which of the 12 areas should be prioritised first. They provide a clear picture to understand the current state of Surrey and where there are opportunities for improvement, or a case for change.

Priorities for Surrey (JHWS pages 9-12)

13. The 'Priorities for Surrey' section sets out the priorities that have been identified and the groups of the population that the Strategy is aimed at. It also summarises the approach taken to identifying priorities. In summary:
 - The Strategy describes the evidence based approach taken so that the focus is on Surrey's greatest challenges and, where appropriate, target the groups of the population that need additional help to achieve their target outcomes.
 - Surrey will focus on three interconnected priorities described with outcomes in the diagram below:
 - Leading healthy lives;
 - Having good emotional wellbeing; and
 - Fulfilling potential.



- To avoid any groups of the population being left behind, Surrey will focus on tackling these priorities across the entire population, as well as within some specific groups of people which are often overlooked or most at risk. Those population groups are:
 - The general population
 - Children with special education needs and disabilities (SEND) and adults with learning disabilities and / or autism
 - Young and adult carers
 - People who need support to live with illness, live independently, or to die well
 - Deprived or vulnerable people
- These priorities and target population groups have been identified based on extensive data and benchmarking analysis as well as stakeholder engagement across the county. They focus on prevention in its earliest form, and on providing the right 'place' for the population to thrive and reach their full potential.

14. Appendix Four of the JHWS describes in more detail how the measures and targets for each of these population groups were developed, and includes an outcomes matrix illustrating the metrics being used to track progress against each priority and the population groups.

Priority population groups (JHWS pages 13-27)

15. The JHWS describes the target outcomes for each population group (identified above). Fulfilling potential, leading healthy lives, and having good emotional wellbeing have different meanings and implications depending on the environment and conditions for each individual. Whilst the system-wide priorities remain the same for each population

group, the definition of success has been adapted to each target population group. This is to avoid the overall positive outcomes for the wider population masking the existing areas for improvement and poor outcomes for specific groups.

16. Identifying how the system-wide outcomes relate to each population group helps enable partners to measure and track success more clearly. In addition, this puts a specific focus on those groups who may have been left behind in the past, or may not have had their outcomes measured or addressed in a way that delivers the greatest impact.
17. For each population group this section of the JHWS describes:
 - A short definition of the population group;
 - The difference delivery of the JHWS is intended to make through some key measures of success (this includes 10 year outcome targets);
 - Example initiatives or programmes that have been identified – these are not the explicit initiatives that will be implemented but provide a view of how outcomes may be achieved and how learning from best practice elsewhere can be used to deliver improved outcomes; and
 - A description of how partners will need to work together differently to achieve our ambitions ('building capabilities').
18. Appendix six of the JHWS sets out clearly the measures of success against each of the outcomes under the population group headings. The use of further measures identified through recent engagement activity is also being explored – a summary of these additional measures is also captured in Appendix Six.

System capabilities (JHWS pages 28-32)

19. The final section of the JHWS describes a set of 'system capabilities' that will need to be developed across Surrey to achieve the target outcomes and describes how the different parts of the Surrey system will need work together and collaborate to be successful. In summary, the eight system-wide capabilities identified in the JHWS are:
 - Community development - clear channels are needed through which local communities and residents can be engaged;
 - Governance - decision making that is simple, collaborative and unambiguous, whilst being representative of all partners in Surrey to support delivery;
 - Estates - using a one-Surrey estates ethos to consolidate collective estates across the patch;
 - Workforce and culture - a modern and radical workforce approach that will create and develop a future workforce equipped to manage future demands and work effectively and collaboratively to deliver the outcomes set out in the JHWS;
 - Programme and performance management - programme management and performance management capabilities which can manage multi-partner programmes and delivery effectively across Surrey;
 - Digital and technology - our information systems working together within / across organisational boundaries; greater collaboration; and better visibility and transparency over performance data;
 - Intelligence - data sharing and intelligent analytics which underpin effective decision-making and provide clarity on system performance; and

- Devolution and alignment of incentives - devolution affords freedoms and flexibilities which can allow the Surrey system to align incentives across partners and eliminate financial and performance barriers to collaboration.
20. Appendix seven of the JHWS describes the system capabilities in more detail and provides an indicative timeline for implementation.

Approach to developing the JHWS

21. Partners have followed a rigorous and in depth process to fully understand the challenges the system is facing, the experience and outcomes current secured for Surrey's residents, and identified those priority areas that will have the biggest impact on the health and wellbeing of the population.
22. This work has included:
- a thorough review of evidence and population health needs – benchmarking data and root-cause analysis into wider socio-economic factors impacting on people's health and wellbeing;
 - listening to experts and key stakeholders from across the system – over 150 people's views gathered through more than fifty 1:1 meetings and fifteen focus groups and workshops;
 - two 'whole-system' workshops bring together over 100 people from partner organisations across Surrey to help shape the draft JHWS;
 - a review of existing strategies and plans learning from what is already in place; and
 - listening to the views of people in Surrey – residents, patients, those who use health and care services – using for example the feedback gathered through the Surrey Residents Survey; the Connected Care Survey; the Mental Health Survey; deliberative research carried out with residents by the Surrey Heartlands ICS; and the feedback captured as part of the most comprehensive resident engagement exercise Surrey County Council has embarked upon in the development of the Surrey 2030 vision.
23. Appendix three of the JHWS includes a summary of the approach to citizen engagement and a list of all the partners and individuals engaged in the development of the strategy.
24. Whilst the approach taken to developing the JHWS has been robust – based on evidence, resident / patient views and the expertise of professionals working across the system – the Health and Wellbeing Board were keen to publish as a draft to help test that the evidence has been translated into a set of priorities and ambitions that are clearly understood and recognised. The draft JHWS has been published on the 'Surrey Says' engagement website (<https://www.surreysays.co.uk/adult-social-care-and-public-health/hwbstrategy/>) to enable people to comment on the priorities, population groups identified and level of ambition set and a summary of the feedback received will be presented to the Health and Wellbeing Board at their meeting on 4th April 2019 where the Board will be asked to approve any changes to the draft for it to be finalised and published.
25. Alongside publication of the draft JHWS, work is ongoing to:
- finalise finance and activity modelling intended to show the impact delivering the strategy will have on the finances of the health and care system; and
 - finalise the supplementary Surrey Heartlands specific information that will be used alongside the JHWS to meet the planning requirements of the NHS LTP.

26. Once these have been completed, appendices and supporting documents will be updated / published with the JHWS.

Governance

27. The Surrey Health and Wellbeing Board are responsible for the production of the JHWS – the Board will approve the final strategy and will oversee its delivery and implementation.
28. To support the delivery of the new JHWS, the Board has recently agreed to widen its membership to reflect a more place based membership, and to reflect the wider determinants of health focus of the JHWS. The changes see a shift from NHS organisational representation, to representation from each of the six 'places' across Surrey (based on CCG geographical footprints) and from each of the ICS/STPs, together with new representation from the housing sector, Surrey University, Local Enterprise Partnership, and mental health service providers.
29. A key part of the next phase of work being undertaken will be to work through each of the priorities in the new JHWS - agreeing how each will be delivered and what programme management arrangements need to be established (using existing groups and mechanisms where it makes most sense). The Board will also agree how it will keep oversight of each of the priorities to support and ensure delivery.

Conclusions:

30. The draft JHWS is the product of unprecedented levels of collaboration between partners across Surrey and a robust and rigorous process to identify a new set of priorities to improve the health and wellbeing of Surrey's population based on evidence, analysis, the views of experts and key stakeholders, and feedback from residents.
31. This report and draft Strategy is presented to the Committee during an engagement period before the final version is presented to the Health and Wellbeing Board for approval.

Recommendations:

32. The Committee are asked to:
- I. Review the draft Joint Health and Wellbeing Strategy (JHWS) for Surrey;
 - II. Provide comment on the draft JHWS to be considered by the Surrey Health and Wellbeing Board when it is asked to approve the final Strategy at its meeting on 4 April 2019; and
 - III. Consider and agree how the Committee will scrutinise the implementation of the JHWS.

Next steps:

33. The next steps for the development of the strategy are:
- 27th February - 27th March 2019 – JHWS engagement period

- 4th April 2019 – Surrey Health and Wellbeing Board received a summary of the feedback from the engagement period and agrees any changes to the draft JHWS
- April 2019 – final JHWS published

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Sources/Background papers:

Annex one – Draft Joint Health and Wellbeing Strategy

Annex two – Summary of the NHS Long Term Plan

Appendices to the draft Joint Health and Wellbeing Strategy (mentioned in the report) can be found at: <https://www.surreysays.co.uk/adult-social-care-and-public-health/hwbstrategy/>