

Health and Wellbeing Board Paper

1. Reference Information

Paper tracking information	
Title:	Surrey Heartlands' Response the NHS Long Term Plan
Related Health and Wellbeing Priority:	Priorities 1 to 3
Author (Name, post title and telephone number):	Kathryn Croudace, Head of Strategic Planning, Surrey Heartlands Clinical Commissioning Groups (CCGs) k.croudace@nhs.net
Sponsor:	Karen Thorburn - ICS Director for Performance
Paper date:	16 December 2019
Version:	V0.2
Related papers	SHHCP 5Yr Strategic Delivery Plan 2019-2024 V0.12 Final for submission.pdf

2. Executive summary

The Surrey Heartlands Health and Care Partnership 5 Year Strategic Delivery Plan (2019-2024) describes the vision and ambitions for health and care services built by System Partners. It supports the priorities and outcomes of the Surrey Health and Wellbeing Strategy and responds to the commitments in the NHS Long Term Plan required by NHS Regulators.

Surrey Heartlands (System) accounts for over 85% of the overall Surrey population and we have developed our plan through ongoing engagement with our partners and citizens. It explains how health and care services will increasingly integrate, providing networks of support for our citizens and enabling them to improve their health management.

There is still work to do; the System has financial and workforce challenge coupled with the need to progress our digital capabilities at pace. We are confident that our collective plans will move us closer and faster to a sustainable position.

The Board is receiving this Plan to approve prior to publication.

3. Recommendations

- Board members are asked to approve the near final draft of 5 year strategic delivery narrative plan (V0.12) for the Surrey Heartlands Integrated Care System.

4. Reason for Recommendations

This strategic delivery plan communicates the commitment in Surrey Heartlands to ensure operational delivery of the Surrey Health and Wellbeing Strategy priorities and NHS Long Term Plan (LTP) commitments, through the combination and integration of health and care service, with the support of our citizens.

This plan has been recommended for approval through the Surrey Heartlands' governance process (page 27) and developed through engagement with partners and citizens.

5. Detail

Following on from the 'Five Year Forward View' and with medical advances, change in health needs and as society develops, the NHS has to continually move forward so that in 10 years' time there is a service fit for the future. The Long Term Plan is designed to do this. It aims give everyone the best start in life; deliver world-class care for major health problems, such as cancer, and help people age well.

The NHS Long Term Plan was published in January 2019 and with its accompanying '[Implementation Framework](#)', set out the commitments NHS organisations are expected to deliver to achieve the LTP aims. The Surrey Heartlands Health and Care Partnership 5Year Strategic Delivery Plan (2019-2024) is our response to these commitments.

In Surrey Heartlands, we started from a strong place due to the work undertaken to create Surrey's 10 year Health and Wellbeing Strategy. The life phases of 'Start Well', 'Live Well', and 'Age Well' used as a framework for understanding the health and care outcomes, aligns with the NHS LTP approach to prevention and wellbeing. It has formed the development of strategic ambitions and priorities in Surrey Heartlands to drive generational and sustainable long term change through:

- Improved health and wellbeing outcomes for the population;
- Reduced health and care activity; and
- Reduced financial burden on the public sector.

With support from our Senior Responsible Officer (Dr Claire Fuller) and Joint Accountable Officer (Matthew Tait), we have created a strategic delivery plan that goes beyond the requirements of the LTP, to recognise the interconnection between health and care services through addressing the wider determinants of health, need to avoid population groups being left behind and the focus on prevention.

This strategic delivery plan describes Surrey Heartlands' ambitions and priorities to ensure improved outcomes for our citizens. The appendices are available upon request, due to the number and size.

6. Challenges

It is recognised that there is still work to do to realise alignment and integration between health and care organisations.

Financial position

The ICS is committed to improving the underlying position and addressing some of the embedded structural financial issues through the transformation of services outlined in the 5 year plan and the 10 year strategy. The modelling outlines a reduction from a £62.4m deficit (excluding incentives) in 2020/21 to £10.4m deficit (excluding incentives) in 2023/24. This represents a £40.5m gap to trajectories in 2020/21 reducing to meet the trajectory at the end of the period (including incentives) which reflects a significant reduction in costs across the 4 years. These plans assume that Surrey Heartlands ICs will receive the £25m of local devolution transformation funding in 2020/21.

Workforce

Living in Surrey has many benefits, but a relatively high cost of living and proximity to London (with higher London weighting) presents challenges for recruitment and retention of staff. We want to make Surrey Heartlands recognised as the ‘Best Place to Work’, to attract and retain staff from all professional groups. To achieve this, we need to promote equal opportunities to all.

Digital

The ICS is mapping the current digital maturity across all Surrey partners to identify gaps or barriers to how information systems work together (system interoperability) to build on work being done. We know that digital access is fundamental to enabling the changes we want to see and will seek to optimise digital coverage and seek to support population groups with low digital to mitigate inequalities.

7. Timescale and delivery plan

This strategic delivery plan describes the expected activities between April 2019 and March 2024. This plan will be complemented by annual operational planning, which both will provide additional delivery detail and opportunity to refresh implementation and budgetary expectations.

8. How is this being communicated?

Our stakeholders are numerous and broad in the ongoing development and update of our delivery plans. The table below notes our key stakeholders and partners.

MPs	Surrey County Council Wellbeing & Health Scrutiny Committee
Surrey Health & Wellbeing Board	Boroughs and local authority representatives
Surrey Healthwatch	Member practices across Surrey Heartlands
Local Medical Committee (LMC)	Kent, Surrey, Sussex Academic Health Sciences Network
Voluntary, Community and Faith Sector	Patient and user representatives
Carers and young carers	Surrey Police
Surrey Fire and Rescue	Service users
Practice Patient Participation Group representatives	Leagues of Friends
Foundation Trust Governors	Foundation Trust members
Media	Staff working across Surrey Heartlands

We have also held a number of specific events looking at the overall themes within this long term plan submission (below), testing our priorities with local people and stakeholders and will continue to do so on an ongoing basis.

Date	Key topic discussion	Audience
5 th March 2019	Key themes of draft Health & Wellbeing Strategy	Stakeholders across Surrey Heartlands including patients and public representatives
17 th July 2019	Overarching themes in LTP; specific priorities for local Integrated Care Partnerships	Stakeholders across Surrey Heartlands including patients and public representatives
2 nd October 2019	Digital and outpatient transformation; other key themes within LTP (mental health, workforce, integrated care)	Stakeholders across Surrey Heartlands including patients and public representatives

9. Next steps

- Receive and respond to feedback from NHS England/Improvements based on 15th November 2019 submissions
- Create a publically accessible and 'easy read' versions of the plan (December 2019)
- Publication of approved plan across Partner organisations (following cessation of Purdah)
- Develop annual operating delivery plans in support of strategic ambitions (January to March 2020)
- Submit approved annual operating plans to NHS England/Improvements (April 2020 tbc)