

MINUTES of the meeting of the **HEALTH AND WELLBEING BOARD** held at 11.30 am on 16 December 2019 at Committee Room B, County Hall, Penrhyn Road, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 5 March 2020.

Elected Members:

(Present = *)

- * Siobhan Kennedy
- Dr Andy Brooks
- Dr Charlotte Canniff
- * Dave Hill
- * Jason Gaskell
- Dr Russell Hills
- David Munro
- * Mr Tim Oliver (Chairman)
- Kate Scribbins
- Dr Elango Vijaykumar (Deputy Chairman)
- * Simon White
- * Ruth Hutchinson
- Dr Claire Fuller
- * Fiona Edwards
- Joanna Killian
- Helen Griffiths
- Sue Littlemore
- Mrs Sinead Mooney
- Mrs Mary Lewis
- * Ruth Colburn Jackson
- * Giles Mahoney
- Rob Moran
- * Rod Brown
- Borough Councillor Caroline Reeves
- Borough Councillor John Ward
- * Frances Rutter

Substitute Members:

Suzanne Rankin - Chief Executive, Ashford and St. Peter's Hospitals NHS Foundation Trust
 Sarah Haywood - Community Safety Policy and Commissioning Lead, Office of the Police and Crime Commissioner
 Borough Councillor David Beaman - Waverley Borough Council
 Peter Gordon - Chair, Healthwatch Surrey
 Nicola Airey - Executive Place Managing Director, Surrey Heath Frimley Collaborative

In attendance:

Karen Thorburn - Director of Performance at Surrey Heartlands Integrated Care System (ICS)
 Karen McDowell - Chief Finance Officer at Surrey Heartlands Health and Care Partnership Clinical Commissioning Groups (CCGs)
 Sue Robertson - Associate Director of Strategic Commissioning at Surrey Heartlands Clinical Commissioning Groups (CCGs)

Alison Griffiths - Deputy Cabinet Member for Health (SCC)
Hayley Connor - Director – Commissioning (SCC)

53/19 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Joanna Killian, Dr Elango Vijaykumar, Dr Charlotte Canniff - Suzanne Rankin as substitute, Dr Claire Fuller, David Munro - Sarah Haywood as substitute, Mary Lewis, Borough Councillor John Ward - Borough Councillor David Beaman as substitute, Kate Scribbins - Peter Gordon as substitute, Dr Andy Brooks - Nicola Airey as substitute, Dr Russell Hills, Robert Moran, Sinead Mooney, Borough Councillor Caroline Reeves and Helen Griffiths.

54/19 DECLARATIONS OF INTEREST [Item 2]

There were none.

55/19 QUESTIONS AND PETITIONS [Item 3]

a MEMBERS' QUESTIONS [Item 3a]

None received.

b PUBLIC QUESTIONS [Item 3b]

None received.

c PETITIONS [Item 3c]

There were none.

56/19 SURREY HEARTLANDS ICS 5 YEAR STRATEGIC DELIVERY PLAN 2019-2024 [Item 4]

Witnesses:

Karen Thorburn - Director of Performance at Surrey Heartlands Integrated Care System (ICS)
Karen McDowell - Chief Finance Officer at Surrey Heartlands Health and Care Partnership Clinical Commissioning Groups (CCGs)

Key points raised during the discussion:

1. After an introduction on the close collaboration between Surrey County Council and Surrey Heartlands Health and Care Partnership by the Chairman, the Director of Performance at Surrey Heartlands ICS stated that the 5 Year Strategic Delivery Plan aligned with the NHS Long-term Plan and the Surrey 10 Year Health and Wellbeing Strategy.
2. The Director of Performance at Surrey Heartlands ICS:
 - Reported Surrey Heartland's strategic ambition of having 'out-of-hospital' care equity across community health crisis response within two hours of referral and within two days for reablement.

- Stressed the importance of access to General Practice Improved Access (GPIA) seven days a week.
- Stated the targets in the Plan to achieve the 'best in class' rates in a number of areas including: increasing citizen's use of outdoor areas for exercise and health reasons, reducing smoking rates, providing adequate housing and in particular ensuring specialist accommodation for individuals with Special Educational Needs and Disabilities (SEND), the commitment to increased screening and immunisations - particularly childhood vaccination rates.
- Highlighted the importance to all in society of having a strong start in life through support of the 'First 1,000 Days' initiative.
- That 35 out of 36 measures were compliant with the NHS Long Term Plan metrics, NHSE rated non-compliance in Cancer Early Diagnosis at Surrey and Sussex Cancer Alliance level, although Surrey Heartlands was compliant as a local system.
- That the Plan involved significant partnership work including the 'Surrey 500' who were five groups of 100 delegates, including 100 from the System wide Children's and Families workforce to ensure effective partnership working.
- That a key challenge to the Plan was to ensure complete digitalisation of personal care plans and records, which would be shared locally and across the ICS.
- Developing operating plans for 20/21 would be facilitated through a triangulation workshop approach in the New Year with key partners, aided by Surrey County Council.

Simon White arrived at 11.38am

3. The Chief Finance Officer at Surrey Heartlands Health and Care Partnership noted that the Strategic Delivery Plan submitted in November would not deliver financial balance until 2023/24. However, a schedule had been developed to close the gap in 2020/21 for the £40.5 million deficit and £28.1 million deficit in 2021/22.
4. She explained the challenging 'system control total' that was set in 2019/20 of which non-recurrent measures were being offset to support system delivery which impacted on future years planning.
5. Key areas of focus included outpatient transformation through digitalisation, an integrated transformation unit led by Surrey County Council which would lead system wide projects, detailed Integrated Care Partnership 2019/20 Financial Recovery Plans and new system partners such as East Surrey CCG and Surrey & Sussex Healthcare were integrated in the Strategic Delivery Plan.
6. Fundamental to facilitating the 2019/20 Financial Recovery Plans and ensuring financial balance was collaboration across all Commissioning and Provider organisations through ensuring place-based leadership teams and high quality care facilities. A revised document on addressing the financial pressures had been submitted to NHS England regional teams; it detailed the non-recurrent measures needed over next two years such as land sales and a more integrated operating plan process.
7. A Member explained that Surrey Heartland's Plan was consistent with the Board's 38 metrics and was working closely with them to address the few that differed slightly.

8. In response to a Member query on how the Board would assure that they were getting delivery of outcomes against the strategy, the Director of Performance at Surrey Heartlands ICS explained that a joint performance dashboard had been developed. Performance would be regularly reviewed in a quarterly workshop and monthly monitoring would continue to address any deviances in conjunction with the Surrey Heartlands System Board.

RESOLVED:

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

Actions/further information to be provided:

None.

57/19 FRIMLEY ICS 5 YEAR STRATEGIC DELIVERY PLAN 2019-2024 [Item 5]

Witnesses:

Nicola Airey - Executive Place Managing Director at Surrey Heath Frimley Collaborative

Key points raised during the discussion:

1. The Executive Place Managing Director at Surrey Heath Frimley Collaborative outlined the report and stated that it was established in consultation across key stakeholders and organisations, ensuring continued engagement with local authorities was crucial.
2. She reported that the Plan was closely aligned to the NHS Long Term Plan and expressed whether it would be beneficial for the Board to focus on monitoring the Surrey 10 Year Health and Wellbeing Strategy rather than multiple Plans - as both Surrey Heartlands' and Frimley's 5 Year Strategic Delivery Plans were heavily aligned to it.
3. She highlighted:
 - The move of Frimley's Plan into its delivery phase which was focused on a place-based approach across three providers, driven by a committed group of leaders including Surrey County Council and borough and district councils.
 - The challenge of the six Strategic Ambitions necessary to facilitate the Plan, which included: the cultural change needed in the workforce to facilitate the Plan through recruiting and working in new and innovative ways and the proactive approach to creating a link between local communities and service providers to promote personal responsibility for health and wellbeing.
 - That the finances were expected to be balanced at the end of the financial year despite a £2-3 million deficit. The forecast of a £60 million deficit next year was a challenge, but Frimley were on track to locate £30 million and close the remaining gap.
 - The need for greater alignment between Frimley and Surrey Heartlands on their respective Plans.

4. The Chairman acknowledged the rollout of the pilot local partnership boards in two boroughs in Surrey, those would allow greater integration on health and wellbeing at a more local level.
5. The Executive Place Managing Director at Surrey Heath Frimley Collaborative noted the importance of building on local structures across key stakeholders in order to have a unitary approach to health and wellbeing. She informed the Board that the review of local partnership structures within the Frimley Health and Care Integrated Care System (ICS) would be reported back to the Board once completed.
6. Members praised the presentation of the Plan as its infographics were public friendly and accessible.

RESOLVED:

The Health and Wellbeing Board:

- (a) Noted the alignment between the Surrey and Frimley ICS strategies.
- (b) Signed-off the Frimley Health and Care ICS Narrative Strategy.

Actions/further information to be provided:

The Executive Place Managing Director at Surrey Heath Frimley Collaborative will provide the Board with the results of the review of local partnership structures within the Frimley Health and Care Integrated Care System (ICS) once completed.

58/19 REVISED SURREY CHILD AND ADOLESCENT MENTAL HEALTH (CAMHS) WHOLE SYSTEM TRANSFORMATION PLAN [Item 6]

Witnesses:

Sue Robertson - Associate Director of Strategic Commissioning at Surrey Heartlands Clinical Commissioning Groups (CCGs)

Key points raised during the discussion:

1. The Associate Director of Strategic Commissioning at Surrey Heartlands informed the Board that the revised report incorporated member feedback obtained at the meeting of the Health and Wellbeing Board on 5 December 2019.
2. She explained that to ensure a more balanced report, the 'Open Letter to Children and Young People' had been rewritten, the changes to paragraphs two and three acknowledged that there was more work ahead in Child and Adolescent Mental Health (CAMHS). The revised Open Letter highlighted that no one in the system was complacent as they recognised the future challenges and what needed to be improved; but that it was also important to credit staff in areas of good achievement.
3. A Member queried whether the Open Letter had been piloted with any children in order to understand how well it would resonate with them. In response, the Associate Director of Strategic Commissioning at Surrey Heartlands explained that the CAMHS youth advisors worked closely with children such as 'Freya's Story' in the CAMHS Whole System Transformation Plan and the Strategy. The Chairman noted

logistical problems with testing the Open Letter as the CAMHS Whole System Transformation Plan had been delayed from October and stated that it addressed member comments by being more balanced and honest.

4. The Associate Director of Strategic Commissioning at Surrey Heartlands stated that she would take on board member feedback for next year and noted that in a previous year there was a complete child friendly version of the entire CAMHS Whole System Transformation Plan. She acknowledged the Chairman's suggestion for a future more child friendly version of the Open Letter.

RESOLVED:

The Health and Wellbeing Board:

- a. Approved the refreshed Surrey CAMHS Whole System Transformation Plan (2019), noting the changes made to the "Open Letter to Children and Young People" in response to member feedback received 5 December 2019.
- b. Noted the actions and initiatives being undertaken to transform services and make improvements to the outcomes and experience for children and young people.

Actions/further information to be provided:

The Associate Director of Strategic Commissioning at Surrey Heartlands will take on board member feedback including piloting the 'Open Letter' with children.

59/19 DATE OF THE NEXT MEETING [Item 7]

The Board noted that its next public meeting would be held on 5 March 2020.

Meeting ended at: 12.03 pm

Chairman