

## **SURREY HEARTLANDS INTEGRATED CARE STRATEGY**

**Purpose of report: To inform Select Committee on the delivery of the Surrey Heartlands Integrated Care Strategy (ICS) and highlight main areas of co-ordination with Surrey County Council Priorities.**

### **Introduction:**

1. The Surrey Heartlands Integrated Care Partnership was responsible for delivering the Integrated Care System strategy which was formally approved in December 2022 and launched at the ICS Expo event in February 2023.
2. The work was led by the Health Integration Policy team with the Joint Executive Director of Public Services Reform, Rachel Crossley, as Executive Lead.
3. The Strategy centres on the theme of co-ordinating a system approach to health and care and clearly articulates how partnership working can drive delivery and drive improvements for our local population.
4. The strategy is based on knowledge we have of our populations' needs (from the Joint Strategic Needs Assessment (JSNA) and the visions/ambitions set out in existing strategies and plans.
5. We focused on aligning this strategy with existing strategies and ambitions already present across the system, such as the Health and Wellbeing Board (HWB) Strategy, and the ICS Strategy is now being used to drive the development of the ICS Joint Forward Plan.
6. The strategy provides our high level ambitions as a system and is supported by the Surrey Heartlands Joint Forward Plan (JFP) to be published at the end of June 2023 and updated annually thereafter. The Joint Forward Plan describes the changes our system will make to move towards realising our strategic vision for health and care services in Surrey Heartlands, drawing on work already underway through the Community Vision Surrey in 2030 and Surrey Health and Well-being Strategy. Once this plan has been formally approved, it can be shared with members of the Adults and Health Select Committee.

7. This paper aims to highlight the key features of the strategy document, but also show how it interlinks with Surrey County Council's mission and purpose.

## **Strategy Content**

8. Delivering this vision is a process and one which we will continue to refine based upon the JFP and the needs of our partners. The existing strategies and ambitions we drew from each have their own set of metrics and deliverables. We are working on drawing these together so there is clear oversight of the actions taken and outcomes realised. This remains a programme of work in process.
9. The primary focus of the strategy is on improving health outcomes for the Surrey Heartlands population. In order to do this, we developed three overarching system ambitions:

### **Ambition One: Prevention**

10. This section of the document focuses on what are we doing to reduce health inequalities and is a direct mirror of the Health and Wellbeing Strategy.
11. The ICS strategy describes the three priorities and associated outcomes from the Health and Wellbeing Strategy and uses the same metrics to measure impact.
12. The prevention agenda is central to Surrey County Council's strategic vision and has been clearly and thoroughly described in the Health and Wellbeing Strategy. It was therefore important this was reiterated in the ICS strategy both to highlight its importance, and to show synergy across the system.

### **Ambition Two: How we will deliver care differently**

13. This section describes our ambition around how our population will be able to access care and what they can expect when they need to access our services.
14. It pulls much of its content and direction from the document "Next Steps in Delivering Integrating Primary Care: Fuller Stocktake Report" describing the vision of building neighbourhood teams and the ambitions of our providers in delivering care in a way which is centred around the individual.
15. Deliverability against this ambition will be measured utilising the same metrics used to measure delivery of the Fuller Stocktake Report.

### **Ambition Three: What needs to be in place to deliver these ambitions**

16. This section describes our ambitions around the core enabling functions and what will help us operate most efficiently in delivering on ambitions one and two.
17. This information has been drawn from existing strategies or ambition documents, including the Health and Wellbeing strategy, and summarises our ambitions around how we work with communities, data, digital, workforce, estates and finance.
18. The success of this ambition will be demonstrated by the delivery against ambitions one and two and relevant metrics within the existing subject-area strategies.
19. An update on the Surrey Wide Data Strategy is scheduled for the June 2023 Health and Wellbeing Board.
20. A system wide project group has been established to plan and develop a roadmap for the IT systems and platforms required to deliver the data strategy. A Strategic Outline Case (SOC) was completed in December 2022 and more recently, the next stage of the Outline Business Case (OBC) has been signed off by Surrey Heartlands ICS, and Integrated Care Board (ICB). The OBC describes how we are going to implement the recommendations from the Surrey Data Strategy through the development of an Integrated Digital & Data Platform (IDDP) by the end of financial year 2024/2025. This will commence with a focus on integrated health and care across the system, but with a capability to expand to wider services in the near future. The next step and final gateway is to complete a Full Business Case (FBC), providing final costings and delivery plans for approval and onward delivery.

### **Synergy with Surrey County Council's Strategic Priorities**

21. There is a direct link between the strategic priorities of Surrey County Council and the ICS strategy. The core mission of “no-one left behind” is encapsulated by the partnership approach taken in developing the strategy, and the recognition that by delivering these ambitions, we will positively impact every resident of Surrey, therefore leaving no-one behind.
22. Growing a sustainable economy so everyone can benefit.
  - 1.1 This directly reflects the fourth purpose of ICS’: “Help the NHS support broader social and economic development”, therefore working as a system to deliver this purpose will equally deliver against Surrey County Council’s strategic priorities.

1.2 Having a sustainable economy will positively impact prevention and help tackle health inequalities. It will also support the third ambition of the ICS Strategy as a sustainable economy will attract people to the area who will enable the health and care workforce ambitions.

23. Tackling health inequality.

1.1 This priority of Surrey County Council is directly reflected by the first of the ICS ambitions and the Health and Wellbeing Strategy: Prevention. In order to prevent poor health from occurring; we need to tackle health inequalities.

24. Enabling a greener future.

1.1 A positive working and living environment not only supports the wider determinants of health, and therefore the prevention agenda, but also attracts people to live and work in the area thereby supporting the delivery of ambitions one and two.

25. Empowered & thriving communities.

1.1 This priority is a core part of ambition three of the ICS Strategy and what is needed to ensure delivery against the first and second ambitions.

1.2 Enabling our communities to manage their own health and wellbeing and providing them the support and tools to proactively seek help when needed is central to what we want to achieve as Surrey Heartlands. Health should not be “done to” a person; people need to be empowered to manage their own health needs proactively.

**Conclusions:**

26. Surrey Heartlands will continue to work as a system to deliver the ambitions set out in the Integrated Care Strategy. Partnership working and engaging with communities is central to its success.

27. The Joint Forward Plan will provide further information on how these ambitions will be delivered and has been developed in collaboration with partners across the system.

**Recommendations:**

28. Note the Surrey Heartlands Integrated Care Strategy

**Next steps:**

29. Continue to embed the strategy into our approach as a system.

**Report contact**

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**Sources/background papers**

[Our strategy - ICS \(surreyheartlands.org\)](http://surreyheartlands.org)

[Microsoft Word - FINAL 003 250522 - Fuller report\[46\].docx \(england.nhs.uk\)](#)

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