

Update to Surrey Health and Wellbeing Board from Surrey Heartlands Integrated Care System – 20 September 2023

Surrey Heartlands Integrated Care Partnership (ICP)

The Surrey Heartlands Integrated Care Partnership (ICP) held its informal private July meeting on Wednesday 26 July at the Yvonne Arnaud Theatre in Guildford. The meeting was focused on a deep dive into the work that is being done in Guildford Town. Presenters identified two key neighbourhoods to focus on in Guildford: Westborough and Stoke, which are lower super output areas.

The meeting was productive, and members engaged in insightful discussions about the following topics which are relevant to the priorities, and system capabilities of the Health and Wellbeing Strategy:

- Approach to working with communities: The ICP discussed the importance of using key players in communities to identify key stakeholders and knowing those people in the community. They also discussed the need to consider who represents the community, not necessarily the loudest voice.
- Working in partnership and role of VCSE: The ICP acknowledged the important role that the voluntary sector plays in delivering health and care services. They discussed the collaborative approach that has been taken in Guildford and how this has been useful in addressing the different capacity challenges that organisations face.
- Data and insight: The ICP discussed the importance of using data and insight to understand our communities. They talked about the need to ensure that the data we collect is meaningful and specific to communities.
- Prevention: The ICP discussed the important role that they can play in supporting prevention. They talked about the need to establish shared meaning in strategies and to use unifying language when addressing the challenges that we face.
- Sharing learning and insight across places: The ICP discussed the important role that they can play in sharing learning and insight across different places. They talked about the need to create a mechanism for sharing learning and to consider how else we can support learning across the system.
- Social and economic development: The ICP discussed the importance of supporting the ICS in fulfilling the fourth objective for 'Integrated Care systems to support broader social and economic development'. They talked about exploring how we can attract people and businesses to our places and how we can support a thriving economy across Surrey.

Forward look: September Integrated Care Partnership Public Formal meeting

The next public-facing ICP meeting will be held in September. The focus of this meeting will be a paper which seeks to provide a comprehensive assessment of the current state of the ICP within the broader system governance. The aim of this assessment is to support the ICP members to define the purpose and responsibilities

of the ICP, to agree a set of priorities and a governance cycle, to ensure alignment with the Health and Wellbeing board and the Integrated Care Board, and to outline what the unique contribution of the ICP is within the Integrated Care System.

The Health and Wellbeing team are working with Integrated Care Partnership secretariat to ensure alignment between the two boards and their terms of reference.

Surrey Heartlands Integrated Care Board (ICB)

Summary below of the Surrey Heartlands ICB Part One meeting held on 5 July 2023:

- 2022/2023 Annual Report and Accounts – These were agreed at the Audit Committee on Friday 23 June 2023 with wider board members present for quoracy. There was a technical issue nationally of accounting for three rather than four quarters.
- North West Surrey Place Deep Dive and Patient Story – Three neighbourhoods of the twelve identified would launch in September 2023 based on natural communities with leadership from all sectors based on integration. There was a patient story given by the wife of a patient who died from Motor Neurone Disease with lessons to be learned regarding the processes of the care that was provided such as working closely with the Local Authority.
- Other Place Updates – Surrey Downs, Guildford and Waverley as well as East Surrey had updates in relation to local projects that included the development of neighbourhood networks in addition to other key priorities such as early intervention.
- Chief Executive's Report – Surrey Heartlands was in a strong position with a recent NHS England meeting highlighting the ambition to be a Level One system although improvements were needed such as the statutory responsibility for health inequalities:
<https://www.surreyheartlands.org/download.cfm?doc=docm93jjjm4n1663.pdf&ver=1824>
- Staff Survey and Wider Cultural Development – The publication of the NHS Workforce Plan was aligned locally while acknowledging there were challenges in the staff survey with key areas of cultural change that would mean continuous learning in a structured research approach that resonated with staff. There would be a board seminar on this topic soon.
- 2023 Freedom to Speak Up Guardian Report – Some areas of staff engagement were referred into formal procedures while there were recommendations from the National Guardian's office such as a lead role in primary care as an external appointment and providing guidance by December 2024 that guardians were in post. The national policy was suitable for local adaptation. There would be independence with clear partition between the postholder's substantive role and their Guardian role. A reflection and planning tool was identified as a key area for knowing gaps in extending into clinical as well as patient focused issues.

- Joint Forward Plan Update – The final version was published. There was a delivery plan that included aligned with other strategies such as the Joint Strategic Needs Assessment.
- Surrey Heartlands Oversight Meeting: Quarter 4 2022/2023 May 2023 Deck – NHS England South East region highlighted successes and challenges from the previous quarter with some partners in either enhanced oversight or intensive oversight while Surrey Heartlands was in Segment Two with sharing best practice for other systems encouraged.
- Quality and Performance Assurance Committee Feedback / Key Risks for Escalation – The focus was on quality risks.
- 2023/2024 Month 2 System Finance Report – There was a £5.3m adverse variance to the plan with workforce numbers the biggest contributor while the plan was acknowledged as high risk but the deficit would reduce through the financial year. Pay costs were queried based on phasing of savings for agency staff as clinical activity needed to increase through transformation yet there were risks to this.
- Strategic Finance and Assurance Committee Feedback / Key Risks for Escalation – Risks and issues were being identified earlier with programmes to address these but productivity gains wouldn't be sufficient without cash releasing efficiencies.
- Audit Committee Feedback / Key Risks for Escalation – The hub and spoke specialist services risks was highlighted as it was centred on having the business information required for assurance.
- Integrated Care Partnership / Health and Wellbeing Board Feedback – The estates, towns and communities projects were emphasised with give communities piloted that would support other geographical formations such as neighbourhood teams.
- Partner Member Feedback – There were updates from the four partners with mental health reporting pressures with agencies and private beds while it was complex so there was a quality as well as a financial issue. NHS Trusts reported industrial action being a critical issue while efficiency targets were causing concern. Primary Care Medical Services reported a third workshop on the Fuller Stocktake that aligned with the primary care recovery plan while providers were meeting to discuss access such as connections with pharmacy. Local Authority reported that an independent convenor had been appointed for the Committee in Common work for Surrey while there were ongoing developments to improve children's services.
- 2023/2024 Month 3 Risk Report – Feedback from committees were improving that strengthened controls and assurance though there were a few minor issues with scoring so actions arising from risk identification needed to be clear.
- Terms of Reference – An extension to the Pharmacy, Optometry and Dentistry Terms of Reference were agreed to 1 December 2023 while there was a change in delegation for the approval of Human Resources policies from the Remuneration Committee to the Our People Committee that was agreed.

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