

Health and Wellbeing Board (HWB) Paper

1. Reference Information

Paper tracking information	
Title:	2022/23 NHS System Operational Plans - Surrey Heartlands ICS and Frimley ICS
HWBS Priority - 1, 2 and/or 3:	Priorities 1 -3
Outcome(s)/System Capability:	<p>Priority 1</p> <ul style="list-style-type: none"> • Serious conditions and diseases are prevented • People are supported to live well independently for as long as possible <p>Priority 2</p> <ul style="list-style-type: none"> • People with depression, anxiety and mental health issues have access to the right early help and resources <p>Priority 3</p> <ul style="list-style-type: none"> • People are safe and feel safe <p>System Capabilities</p> <ul style="list-style-type: none"> • Workforce recovery and development • Equality, Diversity and Inclusion • Data insights and evidence • Integrated Care
Priority populations:	All priority populations
Civic level, service based and/or community led interventions:	Service based intervention
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HWB meeting date:	15 June 2022
Related HWB papers:	N/A
Annexes/Appendices:	N/A

2. Executive summary

The summary below describes the Surrey Heartlands ICS and Frimley ICS response to the 2022/23 NHS Priorities and Operational Planning Guidance. Our plans for the next 12 months are set against a challenging backdrop to restore services, meet new care demands and reduce the care backlogs that are a direct consequence of the Covid-19 pandemic, whilst supporting staff recovery and taking further steps to address inequalities in access, experience and outcomes.

Draft system plans were submitted to NHS England on the 17 March 2022 and final system plans were submitted to NHS England on 28 April 2022. Post submission, NHS England have requested some updates to system operational plans, which will be submitted by 20 June 2022. Separate Mental Health workforce plans were submitted in draft on 28 April 2022, with final plans due by 23 June 2022.

Both system plans are set in the context of national and local priorities and align strongly with the overarching ambition of the Surrey Health and Wellbeing Board to reduce health inequalities.

3. Recommendations

The Health and Wellbeing Board is asked:

To note the 2022/23 NHS System Operational Plans for Surrey Heartlands ICS and Frimley ICS submitted in April 2022.

4. Reason for Recommendations

Delivery of the NHS operational planning requirements supports the ambitions of Surrey's Health and Wellbeing Strategic priorities.

Both systems' draft operational plans were 'fully assured' overall by NHS England and Improvement South East Region, evidencing system maturity and delivery capability. Frimley's financial plan was 'partially assured', Surrey Heartlands' finance plan was 'unassured'. Additional actions are being agreed between Surrey system partners and NHSEI to support the submission on 20 June 2022.

5. Detail

NHS England and Improvement (NHSEI) [22/23 NHS Priorities and Operational Planning guidance](#) required submission of system activity, performance, workforce and finance plans, with supporting narrative for **health inequalities**, **workforce**, **elective recovery** (including cancer & diagnostics) and **urgent emergency & community care**. These NHS priorities are a subset of the full NHS priorities for 2022/23:

- A. Invest in our **workforce** – with more people (for example, the additional roles in primary care, expansion of mental health and community services, and tackling

- substantive gaps in acute care) and new ways of working, and by strengthening the compassionate and inclusive culture needed to deliver outstanding care.
- B. Respond to **COVID-19** ever more effectively – delivering the NHS COVID-19 vaccination programme and meeting the needs of patients with COVID-19.
 - C. Deliver significantly more **elective care** to tackle the elective backlog, reduce long waits and improve performance against cancer waiting times standards.
 - D. Improve the responsiveness of **urgent and emergency care** (UEC) and build **community care** capacity– keeping patients safe and offering the right care, at the right time, in the right setting. This needs to be supported by creating the equivalent of 5,000 additional beds, in particular through expansion of virtual ward models, and includes eliminating 12-hour waits in emergency departments (Eds) and minimising ambulance handover delays.
 - E. Improve timely access to **primary care** – maximising the impact of the investment in primary medical care and primary care networks (PCNs) to expand capacity, increase the number of appointments available and drive integrated working at neighbourhood and place level.
 - F. Improve **mental health** services and services for people with a **learning disability and/or autistic people** – maintaining continued growth in mental health investment to transform and expand community health services and improve access.
 - G. Continue to develop our approach to **population health management, prevent ill health and address health inequalities** – using data and analytics to redesign care pathways and measure outcomes with a focus on improving access and health equity for underserved communities.
 - H. Exploit the potential of **digital** technologies to transform the delivery of care and patient outcomes – achieving a core level of digitisation in every service across systems.
 - I. Make the most **effective use of our resources** – moving back to and beyond pre-pandemic levels of productivity when the context allows this.
 - J. **Establish ICBs and collaborative system working** – working together with local authorities and other partners across their ICS to develop a five-year strategic plan for their system and places.

Frimley ICS: Key Points to Note:

- NHSE’s feedback concluded that the Frimley system provided a “Comprehensive and strong narrative plan indicative of a mature ICS, with partner organisations working well together to deliver system priorities”
- Local priorities for the Frimley system include:
 - Seeking opportunities to reducing health inequalities in all areas of care
 - Investing in our workforce and being more inclusive
 - System stocktake of children’s service provision to inform an improvement plan with a specific focus on children’s mental health

- Responding to backlogs in mental and physical care including waiting list reduction
 - Improving access and care experience for people needing urgent and emergency services
 - Making best use of allocated resources, improving efficiency and use of digital technology and addressing underlying deficit position
 - Co-produce changes with our communities and partners
- The Frimley plan delivers all national operational requirements with three exceptions:
 - **Elective recovery:** Frimley Health Foundation Trust expects to carry out 99 per cent of the amount of elective activity it did in 2019-20, short of the 104 per cent target set by NHS England and government in their elective recovery plan. The Trust faces a unique situation as theatres at Frimley Park will need to be taken out of use to allow for urgent work on its roof (RACC planks safety issue)
 - **Mental health out of area placements:** Whilst the Surrey and Borders Partnership (SABP) New Hospital's Programme will result in the elimination of dormitory accommodation and result in a better long-term experience for patients, it results in the system not achieving zero out of hospital placements in 22/23.
 - The system submitted a **financial deficit plan** of £36.3m. There is a further risk of £29.7m which will need to be mitigated through local action. The plan already includes efficiencies of £46.6m (3.6%).

Surrey Heartlands ICS Key Points to Note

The Surrey Heartlands plan is available via the ICS website:

[Our Vision - Surrey Heartlands Health and Care Partnership](#)

- Surrey Heartlands ICS developed a plan for all NHS Priorities, to produce a holistic system plan.
- NHSEI's feedback on the draft submission noted the plan included all the key elements for delivery with clear governance structures for monitoring and assurance, risks, and mitigations, in conjunction with a strong focus on the productivity and capacity programmes to achieve a reduction in backlogs.
- Local priorities for Surrey Heartlands are:
 - Tackling Health Inequalities, which remains a key driver for the system, focusing on Core 20 plus 5 and our priority populations.
 - Elective Recovery – to deliver the national ambition of increased activity and reducing waiting times. Our planned 'value-weighted' activity for 22/23 is 102.5% compared to the pre-pandemic year 2019/20. The system plans further efficiency improvements, in line with the three-year elective recovery plan.

- Achieving financial sustainability: 22/23 will be year 1 of a 3-5 year strategic plan, developed with the support of PWC and involving all system partners.
- Significant pressures in mental health being addressed through recovery plans.
- Surrey Heartlands does not expect to meet the mental health 'out of area placement' ambition this year, whilst construction and local premises improvements are made as part of Surrey and Borders New Hospital's Programme, to eliminate dormitory accommodation and provide a better experience for patients in the long term. Mitigations are in place.
- The system submitted a financial deficit plan. The plan will be reviewed in the June submission.

6. Challenges

Risks and associated mitigations are noted within the operational plans.

Financial risks are under discussion between NHSEI South East Region and systems.

7. Timescale and delivery plan

The NHS Priorities will be delivered during 2022/23.

8. What communications and engagement has happened/needs to happen?

A wide range of people within each system and place have been involved in the development of the plans. Both systems will produce public summaries covering all the NHS priorities which will be made available on their websites.

A public facing version of the systems NHS Priority plans, will be made available on the respective Frimley ICS and Surrey Heartlands ICS websites.

9. Next steps

- Submission of updated system operational plans by 20 June 2022.
- Submission of final mental health workforce plans by 23 June 2022.
- Continued surveillance reporting of the delivery of our recovery plans and monthly assurance reporting against the 22/23 operational plan metrics.

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