

System Board Update

System Board, Wednesday 17th November 2021

Sent on behalf of: Tim Oliver, Surrey Heartlands Chair



Welcome to my regular update following our System Board meeting on 17th November, part of our plan to provide more public transparency and make sure you are kept up to date with our discussions. Further information on future meetings can be found [here](#).

General update

Ian Smith, recently announced as the Chair Designate of the new NHS Integrated Care Board, was introduced to the Board, alongside Bill Dewsbury, new Medical Director at Royal Surrey NHS Foundation Trust. Michael Wilson, Chief Executive at Surrey and Sussex Hospitals NHS Trust, will be retiring from the NHS towards the end of November after 11 years at SASH and 41 in the NHS. The Board acknowledged Michael's strong leadership and recorded their thanks; the Board also welcomed Angela Stevensen who will be taking over from Michael as Chief Executive from the end of this month.

As part of our preparations for becoming a statutory Integrated Care System by April 2022, we are likely to operate in shadow form early in the New Year (on the working assumption that the Health and Care Bill will pass through Parliament as anticipated) and expect this to be the penultimate meeting of the Board in its current form. Following Ian's appointment, the next stage for the ICB will be the announcement of the Chief Executive-designate followed by appointment of Non-executive Directors and then the rest of the Board. Plans for setting up the Integrated Care Partnership committee are also being developed.

As a system we continue to focus on our three top priorities: ongoing recovery, managing winter pressures and keeping patients safe, and supporting our staff. We continue to experience severe pressure across all our services with ongoing concerns around maternity pressures, demand for mental health and numbers of medically fit patients waiting for discharge from hospital. Consequently, we are starting to see waiting lists rise, particularly for outpatient appointments/procedures.

Primary care continues to be extremely pressured and in response to additional winter access funding from NHS England/Improvement we have put in a strong bid on how we can improve local access for patients. As a system we have now been given our System Operating Framework score by NHS England/Improvement; the scores range from 1 (best) to 4. As most systems locally we have been assessed as a 2 – more information on SOF scores can be found [here](#).

Covid-19 data

The coronavirus dashboard is being published three times per week [here](#). A full summary is also available weekly, which includes data on positive cases in Surrey and information on the R number [here](#).

Finance and planning update

Whilst we are subject to efficiency requirements for the second half of the financial year, the new Elective Recovery Fund-Plus means we are able to bid for additional funding for activities that support elective flow and we are expecting to submit a balanced plan to NHS England/Improvement later this month. Looking ahead to 2022/23 we expect our Covid-19 funding to reduce and are currently waiting for next year's planning instructions to be published.

Health Estates Strategy – Rachel Crossley, Joint Executive Director for Public Sector Reform

We are currently working to develop a comprehensive Health Estates Strategy across Surrey that outlines the opportunity our health estate provides and to provide a framework that supports how we work together to find innovative solutions to estates issues. In particular, we recognise the need for a comprehensive review of our primary care estate where there are more specific issues to manage, such as retiring partners who own their own premises and so on. From April ICSs will be able to own property directly which presents more opportunities and challenges. The full strategy is expected to come back to System Board in the new year.

Green Strategy – Rachel Crossley, Joint Executive Director for Public Sector Reform

In the wake of COP26, this is a good opportunity to focus on environmental issues over the coming months. The NHS has two targets to reduce emissions against 1990 levels: reach net zero by 2040 for the emissions we control directly (the NHS Carbon Footprint), with an 80% reduction by 2028-2032; and to reach net zero by 2045 for the emissions we influence but don't directly control (the NHS Carbon Footprint Plus), with an 80% reduction by 2036-39. The national GreenerNHS team planned a number of events around COP26, including a regional roadshow from Cornwall to Glasgow, unveiling the world's first zero emission double crewed ambulance (which can travel 300 miles without refuelling), and a staff engagement campaign encouraging everyone to play their part.

From 2021, the standard contract requires all NHS suppliers to have a green plan; Trusts need to submit their green plans by January next year, followed by a system plan by the end of March. In the South-East there are three key priorities for the next plan (which needs to be reviewed every three years); two national priorities around medicines (reducing their environmental impact, in particular relating to anaesthetic gases and inhalers) and travel and transport (looking at reducing emissions by reviewing and replacing fleets and developing smart travel arrangements for staff); and one local priority which across the South East is focused on digitally enabled working (e.g. digital models of care and a flexible approach to home working).

Rachel stressed the need for people to get involved and how this is everyone's responsibility; we should be considering the environmental impact from all decisions; this shouldn't be an optional extra and as leaders Board members need to be fully informed to help role model the right behaviours.

Mental Health Partnership Board – Alan Downey, Independent Chair of the Board

A mental health summit is taking place in Surrey on 1st December, a year-on from establishment of the Board. Following the update given to the Board in June, we have moved from making recommendations into the delivery phase. Overall good progress is being made, particularly focused on early intervention and prevention – for example a young person's safe haven pilot, continuation of the GPiMs community mental health service and plans to ensure every school in Surrey has a named mental health practitioner as a

contact point. As yet, it's difficult to quantify exactly what impact these measures are having on the ground although the signs are positive. The Partnership Board will meet next in January and will be looking to understand how we measure improvement and any tangible benefits. The Board was asked to note the report and progress being made.

Place highlights:

- **North West Surrey** – in response to significant operational pressure the local system has been considering capacity across the area, opening the Walton care unit with additional community beds and services; working on hospital discharge pathways using block packages rather than commissioning individual packages of care. The Alliance is also working with the other Places to support a wider conversation with the public around demand, particularly in primary care. Other highlights include work across community services to transform pathways; and a number of larger programmes that are starting to develop at pace including plans for a new health campus and wider developments in Weybridge and the Cavell Centre in Staines.
- **East Surrey** – also acknowledging significant pressures across the system and continued work with partners particularly to reduce the numbers of those medically fit for discharge but who remain in hospital. The system is continuing to develop local Place plans with the first meeting of the new Quality committee this month chaired by two Non-executive Directors from First Community and Surrey and Sussex Hospitals – the first time the partnership has come together to consider risks across the system. Other highlights include: launch of blood pressure monitoring at home programme, continued development of the Growing Health Together programme including the identification of land by the River Mole for a wellbeing space for children with additional needs, and PCN champions in Redhill are working with the Surrey Minority Ethnic Forum to support members of the local South Asian population.
- **Surrey Downs** – had two VIP visits in the last couple of months: Gillian Keegan, Minister of State for Care, and Chris Hopson, Chief Executive of NHS Providers. Both visits were very successful combining visits to the integrated Epsom @Home team and discussions with local PCN leads. Both visitors were particularly impressed that people are still working together in this integrated way in the most challenging of circumstances. Local GPs and PCN leads are continuing to work in new ways with local communities and the districts and boroughs, taking an assets based approach to small projects that can make a big difference to local people.
- **Guildford & Waverley** – performance continues to be pressured across the local system and is a key focus for the Alliance. Other highlights include; Guildford & Waverley falls service 'let's get steady' has been highly commended in a number of awards and is looking to provide more online advice; work to support young families impacted by the pandemic, supported by the Guildford United Reform Church; Guildford Film Society supporting people with dementia who find going to the cinema extremely difficult; and the Reconnections service for older people connecting older adults and younger students who aren't in mainstream education to work on cars, linking in with helpful role models in collaboration with the Police and other agencies in Guildford and Peaslake.

Our next meeting is being held on Wednesday 15th December 2021.