

Annual Report and Accounts 2017-2018



Foreword



Andrew Lloyd
Lay Chair

This report marks the end of my first year as Lay Chair of the NHS Surrey Heath CCG, having taken up the appointment on 1 April 2017, which followed shortly after my retirement from my previous career as the Chief Executive of a neighbouring local council.

The past year has been incredibly interesting and rewarding and has involved a steep learning curve as I have taken time to meet as many people as possible both within the organisation, across our partner organisations and the wider community. This has enabled me to get a better understanding and awareness of the NHS and its priorities, and importantly, all the CCG does to ensure and enable the provision of quality health services and outcomes for our local community.

Throughout the year, the CCG has continued to focus on delivering its priorities and has maintained its commitment to engaging effectively with its patients and the public as a whole. This has been reflected in the continuing high levels of attendance at the regular public engagement meetings, which provide invaluable guidance and feedback on priorities and initiatives for developing health services locally.

The CCG has developed a close partnership with Surrey County Council which has enabled the effective integration of health and social care services. There have been other key achievements in the year including “Making a Difference in Surrey Heath” Awards Scheme, for the first time and led to the receipt of over 95 nominations, all of which highlighted the hard work carried out by individuals across health, social care and general practice within Surrey Heath.

We were also extremely pleased when our Annual Staff Survey again achieved fantastic results, which placed us in the top tier of CCGs across England.

We have continued to play an active part in the Frimley Health and Care Integrated Care System, which has a strong focus on strengthening partnership working across the area and improving integration of patient services.

I would like to express my gratitude to our Chief Officer Dr Andy Brooks and his Team for all they have done throughout the year to ensure that the CCG has been able to achieve its priorities and thereby improve health outcomes for our local residents.

Introduction



Dr Andy Brooks
Chief Officer

It gives me great pleasure to introduce the fifth NHS Surrey Heath CCG Annual Report, which provides an important look back at the CCG's work in 2017-18.

It is hard to believe that a whole year has passed since the last Annual Report. In that time we've continued to navigate the health and social care landscape, with our work focusing on the overall wellbeing of our residents, not just their health.

Over the past 12 months, our journey as part of the Frimley Health and Care Integrated Care System has continued and together we've sparked national interest. The CCG has worked closely with partners in local health, social care and voluntary sector organisations and our integrated care work has yielded favourable learnings for the patch. Elements of the plan, which covers parts of Surrey, Berkshire and Hampshire, are based on what we have already achieved in Surrey Heath and we continue to learn from our neighbouring organisations.

We continue to work to reduce health inequalities for some of the most deprived areas in our community and received an All Party Parliamentary Group award for one of the most improved CCGs for one year cancer survival rates.

I reported last year that the CCG received commendation from the Secretary of State for Health for having the highest staff engagement score for a CCG in the country. The results of this year's National Staff Survey show that the CCG has scored even higher than last year. I would like to take this opportunity to thank all the Staff who work at the CCG for this achievement.

We have made some significant developments and changes for the benefit of our local population, including further strengthening our ties with Surrey County Council, and I would encourage you to find out more within this report.

For more information about the CCG's work, please visit our [website](#) or email us at shccg.contactus@nhs.net.



Annual report and accounts 2017-18

- [Performance Report](#)
- [Accountability Report](#)
- [Financial Statements](#)

Performance Report

This first section of the report covers:

Overview

- [Who we are and what we do](#)
- [Local needs](#)
- [Our business model](#)
- [The successes in 2017-18](#)
- [Principal risks and uncertainties facing the CCG](#)
- [Assurance](#) (including Going Concern)

Performance Analysis

- [How the CCG performed against constitutional standards and performance targets](#)
- [What the CCG spent in 2017-18](#)
- [How the CCG Delivered its Plan for 2017-18](#)
- [Improving Quality](#)
- [Involving the Public](#)
- [Reducing Inequalities](#)
- [Sustainable Development](#)
- [Sustainability Report](#)
- [External Environment](#)
- [Equality Duty](#)

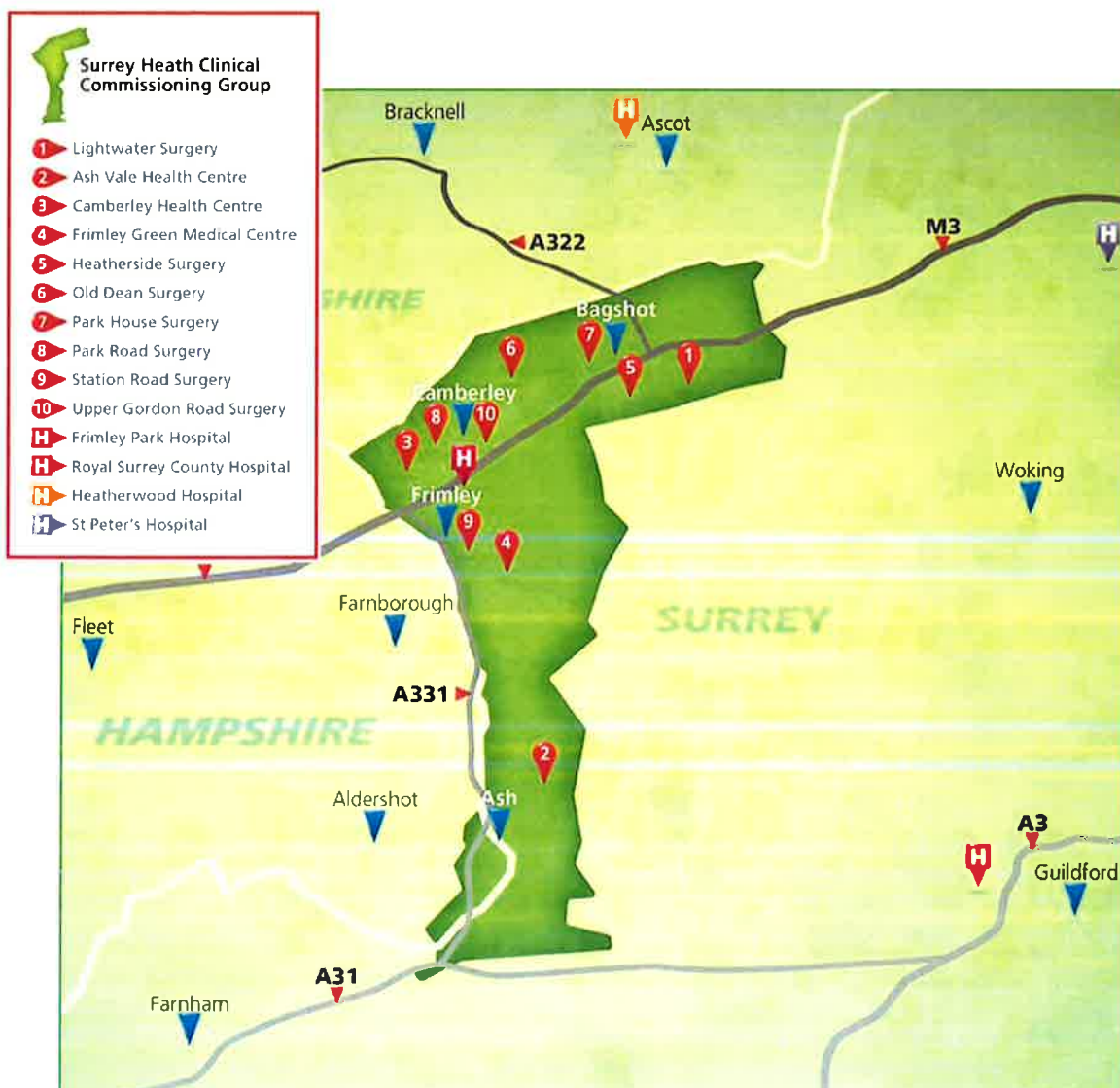


Overview

Who we are and what we do

Surrey Heath CCG (the CCG) has a vision to deliver the best possible health and wellbeing outcomes for its local community within the resources available. It does this through using the combined leadership of local GPs, independent lay people, public health, local authority and NHS commissioning staff to make informed decisions about local healthcare.

The CCG serves a population of around 95,000 across Surrey Heath and Ash Vale. It identifies the health and care needs of people registered with the 10 GP surgeries in Camberley, Bagshot, Lightwater, Frimley and Ash Vale to ensure these health needs are met by commissioning high quality and effective health and care services. The CCG works in partnership with colleagues from NHS England, NHS Trusts and other providers, CCGs, Surrey Health & Wellbeing Board, Public Health Surrey, local authorities and the voluntary sector.



The CCG is part of the Frimley Health and Care Integrated Care System (Frimley ICS). The Frimley ICS covers the population of 800,000 people registered with GPs in 5 CCG areas: Slough; Windsor, Ascot & Maidenhead; Bracknell & Ascot; Surrey Heath and North-East Hampshire and Farnham. In an integrated care system, NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve. A number of the CCG's improvements to services are now planned and delivered in a consistent way across the Frimley ICS.



Local Needs

The CCG uses the Surrey Public Health Profile to understand the local needs of people in Surrey Heath and this is illustrated below.

As identified in previous Annual Reports, the dominant feature remains the increase in the number of people aged over 65 and in particular the increase in those aged over 85, who often experience long term conditions, depression, falls, social care needs and loneliness.



The majority of people in Surrey Heath are of working age so the CCG has to consider how to commission health care that is available both during the day and outside normal working hours.

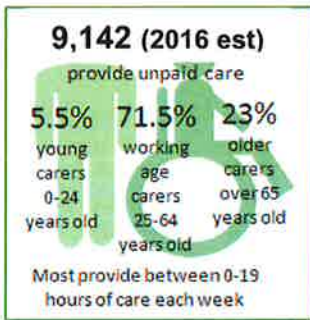
In terms of the local population there are several key groups with particular health and care needs:

- People with physical disabilities – estimate 6,100**
The CCG must ensure services are accessible particularly to support conditions that are likely to affect people in this group (falls, respiratory and urinary tract infections)
- People with Learning disabilities – estimate 2,000**
People in this group are more likely to suffer from long term conditions such as epilepsy, coronary vascular disease, hypertension and dementia.
- Specific groups with specific health needs**
Although the CCG population is predominantly white British, there are other minority groups. There are also armed forces personnel, veterans and their families living in Surrey Heath. All these groups have specific health needs.



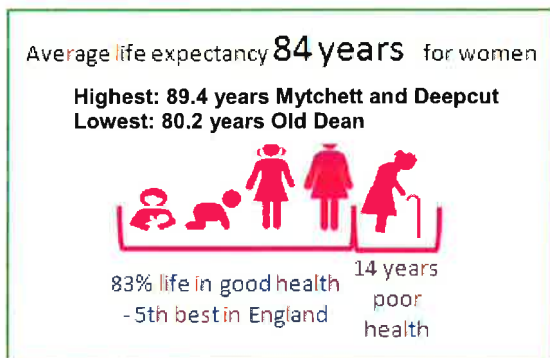
● **Number of Carers caring for 50 or more hours per week (all ages) – estimate 1,500**

The CCG recognises that carers are a key part of the community. The duty to meet carers' needs is now enshrined in law under The Care Act 2014, which came into force on 1 April 2015.

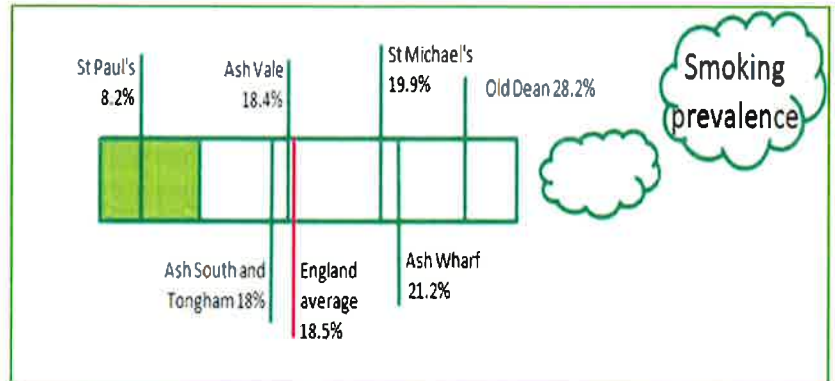
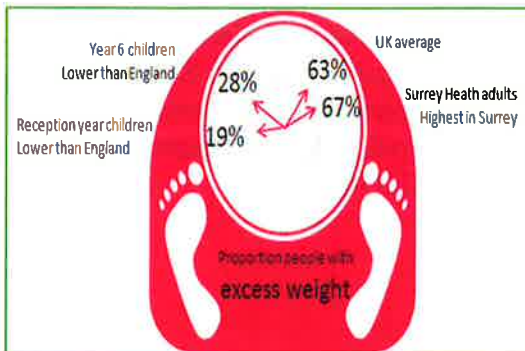


The wider determinants of health, life expectancy and inequality

Surrey Heath Borough is the third least deprived local authority in England. Life expectancy at birth is significantly higher than the national average for both men and women in Surrey Heath but variations and inequalities exist. The CCG area includes pockets of deprivation where children are living in poverty.



People living in deprived communities often need additional support to ensure they pursue healthy lifestyles, such as stopping smoking, healthy eating and opportunities for exercise. A particular focus on children and young people is required to prevent them falling into poor lifestyle patterns.



The CCG continues to work with partners to encourage healthy behaviours through a place-based (Surrey Heath) Prevention Plan. This includes working towards identifying the specific needs of its more deprived communities and ensuring these residents are aware of and able to access healthcare.

Particular attention is being paid to Old Dean, where life expectancy has actually fallen in the last 10 years. It is now over 3 years since the single-handed Old Dean Surgery merged with Park Road Surgery, so local people could be offered greater choice of appointments with doctors and other health professionals.



Since the merge with Park Road, the health and care benefits of this change are now being seen within this community.

- Old Dean's A&E attendances have reduced by almost half
- More patients are taking advantage of the 8-8 service offered.
- Referral rates into secondary care have also dropped – prior to the merge Old Dean were above the CCG average but have since started to reduce (since joining peer review) and are now below the CCG average. This results in more residents being cared for and looked after in the community rather than ending up in hospital when it was not necessary

Full Diabetic clinics are now available. Previously 64% of relevant patients met all 9 care processes and this has now increased to over 75%.



Potential years of life lost (PYLL) is a way of measuring premature deaths that could have been prevented or delayed through good healthcare. The quality of the additional years of life gained is also important and the CCG has been working with communities, the voluntary sector and local authority partners to reduce the isolation felt by some Surrey Heath residents.

More information about the priorities in the Joint Strategic Needs Assessment can be found at www.surreyi.gov.uk. This pulls together information about people in Surrey, how they live, where they live and their health and wellbeing needs. This information, along with the views of residents and partner organisations, provided the evidence for the Health and Wellbeing Strategy which was refreshed in 2018.¹

¹ <https://www.healthysurrey.org.uk/about/strategy>



Our Business Model

Surrey Heath CCG has three components:

- In-house staff
- South, Central and West Commissioning Support Unit
- Shared commissioning expertise.

This balance between in-house, shared and bought-in services enables the CCG to retain ownership of statutory responsibilities while benefiting from economies of scale of other larger NHS organisations.



The most significant changes during 2017 – 2018 were as a result of the development of Integrated Care Systems which have influenced the way collaborative services within Surrey and across the Frimley ICS are managed. Joint Commissioning arrangements with social care have been strengthened through joint management appointments and staff events.

In house team

Surrey Heath CCG is based at Surrey Heath Borough Council offices in Knoll Road, Camberley. This central location makes the CCG easily accessible to all member practices and enables CCG staff to liaise with colleagues from Adult Social Care, Surrey Heath Borough Council and the Police who are all based in the same building.

The CCG has a Governing Body as its principal decision-making body, which comprises 18 voting members with a wide range of skills, experience and backgrounds. The Governing Body includes executive members, a lay Chair, two lay members who champion patient and public engagement, governance and audit, an independent secondary care consultant, GP representatives from all member practices and a practice manager. The Governing Body also has two directors from Surrey County Council and Public Health. They are non-voting observers.

Key tasks of the Governing Body include:

- Setting the CCG's vision and strategy
- Monitoring the implementation of the strategy
- Taking overall responsibility for quality and safety issues
- Ensuring public money is spent efficiently and responsibly.



The Governing Body holds meetings in public at least six times a year. The agendas and all Part 1 papers for these meetings are published on the CCG's website a week before each meeting.

These meetings also provide an opportunity for local residents to submit questions to the Governing Body.

More detail on the Governing Body and its committees can be found in the [Annual Governance Statement](#).

The CCGs Executive and Operational Leadership Teams have social care colleagues as core members. Conversations and decision making has continued to jointly move further towards considering the totality of individual needs within the Surrey Heath locality.

South, Central and West Commissioning Support Unit

The Commissioning Support Unit (CSU) plays a key role in supporting the CCG by providing expertise in a range of management areas such as information governance, IT, finance and contracting. The CCG has benefited from using the CSU since its inception, building strong working relationships and benefitting from its knowledge gained across over 40+ Clinical Commissioning Groups.

Shared commissioning expertise

Frimley System CCG collaborative commissioning

The CCG continued its joint arrangements for commissioning from its major acute hospital Frimley Health NHS Foundation Trust (FHFT). The 6 main CCG commissioners of services from FHFT all use the same CSU which enhances the ability to co-ordinate contract management and information reporting.

Relationships were further enhanced by the Frimley Health and Care ICS and the use of a shared Project Management Office (PMO) to plan to deliver ICS wide transformation.

Surrey CCG collaborative commissioning

There are six CCGs in Surrey which commission services on behalf of each other. There were two significant changes to these arrangements during 2017 – 18. From 1st April 2017 the existing commissioning arrangements across Surrey for Adult Mental Health and Adult Community Services changed. For Adult Mental Health the Blackwater Mental Health Alliance consisting of North East Hants and Farnham CCG and Surrey Heath CCG commenced commissioning these services. Also from 1st April 2017 Adult Community Services were jointly commissioned between Surrey Heath CCG and North East Hants and Farnham CCG.



The current shared commissioning arrangements are reflected below:

Description of Collaborative Agreement	Lead/host commissioner
1. Support services from the safeguarding adult and children team	Guildford & Waverley CCG
2. Children's Services Commissioning including Children and Adolescent Mental Health (CAMHS)	Guildford & Waverley CCG
3. Adult Mental Health	North East Hampshire & Farnham CCG
4. Learning Disabilities	Guildford & Waverley CCG
5. Community Services	North East Hampshire & Farnham CCG
6. Emergency Ambulance Services, NHS 111, Patient Transport Services	North West Surrey CCG
7. Continuing Health Care and NHS funded Nursing care services	Surrey Downs CCG

Surrey Heath CCG Chief Officer Dr Andy Brooks has taken a key leadership role in the Surrey collaborative meetings. During 2017/18 he chaired the Surrey Learning Disability Programme Board and Health and Wellbeing Board. He was also a member of the Integrated Care System Board, acting as a lead for General Practice, and part of the National General Practice Working Group.



Collaborative commissioning across health and adult social care

Local Developments

In October 2016 a new Integrated Services Agreement between the CCG and Surrey County Council formalised the existing strong relationships. It committed both organisations to delivering improvements through a number of defined areas involving the monitoring of pooled budgets (in shadow form) and anticipated benefits.

The schemes agreed include:

- Joint commissioning
- Integrated care services
- Hospital interface services
- Intermediate care services
- Adult community health services
- Neighbourhood and community resilience

It was a further step towards place based care with a “One team: One budget” approach. In 2017, Surrey Heath CCG and Adult Social Care jointly appointed a new role, Director of Health and Social integration and from the 1st April 2018 Surrey County Council and Surrey Heath CCG have agreed to move from “shadow” pooling to actual pooling of certain low risk budgets.

Surrey County Council

The CCG also works closely with Surrey County Council with whom all Surrey CCGs jointly commission services such as Learning Disabilities, Children’s Services, Mental Health.

Surrey Health and Wellbeing Board

The Surrey Health and Wellbeing Board is a key forum for ensuring county wide strategic priority setting and oversight of implementation. This included the delivery of the Better Care Fund plan in 2017-18 through local governance arrangements.

The Board comprises NHS commissioners, public health, social care, local councillors, Surrey police, borough and district council and public representatives that work together to improve the health and wellbeing of people in Surrey. It was set up according to the duties in the Government's Health and Social Care Act 2012 and is about bringing people together, influencing and identifying areas of work that can be done better together. The Board does not have its own budget and does not directly commission services as a collective. It does however identify opportunities



for collaboration and integration across organisations and is a place for challenge, discussion and the involvement of local residents.

The Board meets every month either in public or private. At these meetings the Board oversees the delivery of strategic priorities and focuses on other topics set out in its forward work programme. The work programme is subject to ongoing review and is amended depending on external events and Government policy. Surrey residents are encouraged to attend the public meetings. Please visit the Surrey County Council website for details of attending a public meeting and published papers.

Joint Strategic Needs Assessment

The Board has a duty under the Health and Social Care Act 2012 to produce a Joint Strategic Needs Assessment. This looks at the current and future health and care needs of Surrey's residents to inform the planning and buying of health, wellbeing and social care services.

Health and Wellbeing Strategy

The Board also has a duty to jointly produce a Health and Wellbeing Strategy. The evidence from the Joint Strategic Needs Assessment helped to develop the strategy, along with the views of local people. The strategy supports planning the delivery of integrated local services by collectively addressing the determinants of health and wellbeing. The CCG ensures that its plans are aligned with the Surrey Health and Wellbeing Strategy.

Local Surrey Heath Health and Wellbeing Board

There is also a local Surrey Heath Health and Wellbeing Board that brings together expertise from Surrey Heath Borough Council, the CCG, Public Health and Surrey County Council to provide a forum for collective local implementation of the 'Surrey Health and Wellbeing Strategy'.

This strategy has four priority areas for 2017-2018 where health and social care can perform better together:

- Reduce prevalence of Long Term Conditions through action on their leading causes
- Improve the health and wellbeing of Children and Young People in Surrey Heath with a focus on healthy weight and emotional wellbeing
- Improving the health of workforce with a focus on healthcare, social care and local government staff
- Helping people live independently in their own homes reducing social isolation and unnecessary admissions to hospital or care homes



These priorities have been used to form the foundations of the alignment of individual organisation's objectives and plans and are set within the context of the Surrey Health and Wellbeing Strategy.

Better Care Fund

The Better Care Fund (BCF) provides the framework to enable Surrey County Council (SCC) and the CCG to jointly plan and deliver local services and pool budgets.

It is designed to:

- Improve outcomes for people
- Drive closer integration between health and social care.
- Increase investment in preventative services in primary care, community health and social care
- Support the strategic shift from hospital based care to the community and to protect social care services.

A 'local' approach has been taken to Surrey's BCF development - using six Local Joint Commissioning Groups (LJCGs) that have been established between SCC and the CCGs, schemes and plans have been developed that are appropriate for each local area based on local need. Through these plans, the CCG is committed to achieving consistent, improved health and social care outcomes whilst recognising that to achieve that, solutions may look different in each area.

The Surrey Health LJCG has provided the governance structure for both the BCF and the Integrated Services Agreement during 2017 -2018.

