



West Yorkshire and Harrogate Health and Care Partnership Integrated care system update for programme boards

Edition 10

Thursday, 06 June 2019

Introduction

This information has been produced to update WY&H CEOs, programme SROs and leads on the development work our Partnership is doing as an Integrated Care System.

It aims to provide a monthly update with key messages following the leadership meetings at the beginning of every month. Please feel free to use this as a briefing note at your programme board meetings.

Please note this information has not been produced for the public. It is intended for internal use only.

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NHS Long Term Plan

NHS England has published its interim [NHS People Plan](#), developed collaboratively with national leaders and partners; it sets a vision for how people working in the NHS will be supported to deliver that care and identifies the actions needed. The focus is on creating a more positive and agile culture across NHS employers in England, and proposals include a new leadership development framework, better flexible working options and more flexibility on how pension contributions are accrued.

VCS event

More than 80 voluntary and community sector (VCS) representatives from West Yorkshire and Harrogate attended a Partnership event in Bradford on Tuesday 21 May. The Partnership event raised awareness of the NHS Long Term Plan, its implementation and how the voluntary community sector could get involved as equal partners across the area. VCS partners updated those at the event on the work they have done in communities with their contribution of the £1million loneliness fund. You can read more [here](#).

Healthwatch engagement report

Healthwatch colleagues will share their initial findings from the two surveys and fifteen focus groups which took place across the area from March to May with the five year plan editorial group on the 19 June. The full report will be shared at the end of the month. We intend to share the findings with communication and engagement leads and publish the report on our website.



West Yorkshire and Harrogate priority programme check and confirm sessions

Thank you to all W&H system leaders and programme leads who took part in the recent check and confirm sessions. This gave colleagues the opportunity to discuss the ambitions of their programmes, and ensure that the right capacity, support and working arrangements are in place to deliver. The panel included Rob Webster, our CEO Partnership Lead and peers from other programmes and members of the core team. Ian Holmes, our Partnership Director has written to all programme leads to thank them for their time and with suggested recommendations from the panel.

West Yorkshire & Harrogate Health and Care Partnership System Oversight and Assurance Group

The System Oversight and Assurance Group (SOAG) met on Monday 20 May. SOAG heard about progress being made on the work of cancer, maternity, hospitals working together, carers and the digital programme. The update on cancer included the recovery of the 62 day referral to treatment waiting times standard, where significant improvements have been made over the past months. Colleagues are also looking at a model to support people living with and beyond cancer. The work of the maternity system is progressing well. The programme board is considering priority areas of work.

West Yorkshire Vascular Services were also on the agenda. NHS England will lead on a public consultation on vascular services over the coming weeks.

Work is underway to adopt a working carers passport– beginning with mental health providers and the hospitals across the area. We have also utilised ‘Employers for Carers’ digital resources to use across our six local areas.

Colleagues from the digital programme are developing GP consultation online; and work on the local health care record exemplar (LHCRE) continues.

West Yorkshire and Harrogate Health and Care Partnership’s - Partnership Board

Our [Partnership Board](#) met for the first time in public on Tuesday at Leeds Civic Hall. The Partnership Board further strengthens joint working arrangements between all organisations involved, including the NHS, councils, care providers, Healthwatch, community and voluntary groups.

The Board is an important group for the Partnership, bringing elected members, non-executives and public lay members into the decision making process. Over 70 representatives make up the Board. You can view the list of members [here](#).

Chaired by Cllr Tim Swift MBE, Leader of Calderdale Council and Chair of Calderdale Health and Wellbeing Board, the first meeting discussed the Board’s terms of reference; allocation of transformation funding and the development of the Partnership’s five year plan which will be published in winter. It also included an overview of our Partnership approach, as well as an update from Board members from the six places which make up West Yorkshire and Harrogate (Bradford District and Craven; Calderdale, Harrogate, Kirklees, Leeds and Wakefield). Propositions for future programmes of work around children, young people and families; and health inequalities were also outlined. A paper was also presented by Healthwatch on our approach to public questions at future meetings in public.



First things first: Helen Hunter, the Board's Healthwatch representative, summarised the work carried out from our six Healthwatch colleagues in West Yorkshire and Harrogate regarding how public questions could be raised and responded to at our Partnership Board. The summary included good practice at Council and NHS meetings.

It's useful to note that this is not the only way that the Partnership does engagement – we want to keep that broad, diverse and appropriate to each decision we make. The paper was about public involvement in Partnership Board meetings. A lot of engagement takes place in our six local places (Bradford District and Craven; Calderdale, Harrogate, Kirklees, Leeds and Wakefield). You can view the latest engagement and consultation mapping document, published in March, [here](#). This highlights work over the past few years. You can also find out more about West Yorkshire and Harrogate programme engagement work [here](#).

The Partnership Board is committed to transparency and accountability. We want to give people every opportunity to ask questions at our meetings.

The recommendations from the Healthwatch paper were agreed by Partnership Board members. This included allowing people to put forward questions before the meeting, and also in the meeting where they related to agenda items. We will post all questions and answers on our [website](#) within 10 days.

Wherever possible we will ensure a person's story, or details of engagement relating to the agenda item are included. It's important that we review how these very helpful recommendations are working to make sure that we are meeting the needs of people wanting to ask questions and receive responses. We will review the approach at the Partnership Board meeting in public in March 2020.

Outside of the meeting, people may have questions that they would like to put forward to the Partnership and its members. We will respond to these also within 10 working days and where appropriate promote other opportunities to get involved with the work of the Partnership. There is more information on our website [here](#) about public involvement in our programmes of work.

Board members also received an update from Rob Webster, our CEO Partnership Lead on our Partnership approach which is all about supporting people locally. We only work at a West Yorkshire and Harrogate level where it passes three tests: it is a scale issue (for example specialist care from excellence centres, such as hospitals); sharing and spreading good practice and where it is a wicked issue - for example child obesity. All of our six local places have good practice examples. This is one area where the Partnership can add value by sharing and spreading learning. Our approach is set out in our publication '[Next steps to better health and care for everyone](#)'.

With this in mind we heard from various leaders in Bradford District and Craven ([Cllr Susan Hinchcliffe](#)); Calderdale ([Robin Tuddenham](#) and [Dr Matt Walsh](#)), Harrogate and Rural District ([Amanda Bloor](#)), Kirklees ([Cllr Viv Kendrick](#)), Leeds ([Cllr Rebecca Charwood](#)) and Wakefield ([Anna Hartley](#)). Each place described the work they are doing in place to join-up services and improve outcomes for people. There were a number of strong themes that emerged including preventing ill health, tackling health inequalities, making best use of digital technology and working in partnership with communities and voluntary community organisations (VCS).



Ian Holmes, Director for the Partnership introduced the agenda item to formally approve the Partnership's memorandum of understanding (MoU). It was agreed that the VCS should have representation as a full member of the Board and that the role of co-opted members should be strengthened. With these additions in view the MoU was agreed by Board members.

Karen Poole ([West Yorkshire and Harrogate Local Maternity System](#) Programme Lead) and Sue Rumbold (Chief Officer, Children's Services Leeds) presented a paper on children, young people and families with a proposal to include it as a programme priority for West Yorkshire and Harrogate. This will also align the Partnership more firmly to the NHS Long Term Plan ambitions.

Dr Ian Cameron, Director for Public Health, Leeds Council) discussed a proposition for improving health and tackling inequalities at a West Yorkshire and Harrogate level where there is added value.

It was agreed by the Board that there are opportunities to work with Department of Health and Social Care regarding mental health support in schools; palliative care; obesity and that a development board to agree priorities and work streams would be established. It's important that priorities are agreed across the Partnership, including via local Health and Wellbeing Boards whilst ensuring the voice of the child is included throughout.

There is a strong commitment from partners to prioritise preventing ill health. Key to this is tackling variation across the area; and our workforce having the skills, capacity to take on prevention targets for example climate change, social growth, housing and health. Local economy and employment is key and it's important we evaluate what difference we make together.

There is a strong connection to the two proposals presented. Both propositions were welcomed with the intention of more clarity around themes being brought back to the Partnership Board for wider discussion in September with clear metrics. The Board will then take a view on prioritisation of themes to improve health inequalities, reduce variation, and manage the money. It's also important that we map out the good work taking place across the area, for example obesity. Other concerns raised included access to dentists.

Both propositions will be discussed with local Health and Wellbeing Boards – with a formal proposal being presented to the Board in September. Working locally with Health and Wellbeing Boards is essential. The Partnership Board was asked to note the progress made in the development of the five year plan which will be published towards the end of the year.

The final item was a proposal to spend the £8.75 million transformation funding. Jonathan Webb, Finance Director for the Partnership introduced the paper which sets out the principles, approach and proposed prioritisation for Integrated Care System (ICS) transformation funding that will be allocated to the West Yorkshire and Harrogate Health and Care Partnership (also known as an ICS) in 2019/10. This was an important discussion about public money and how we choose to prioritise. Further discussions will take place at Health and Wellbeing Boards across West Yorkshire and Harrogate to ensure involvement and engagement on future transformational funding moving forward. There was an agreement to prioritise funds to move forward the children and young people's proposals. This will form part of the Health and Wellbeing Board discussions with feedback from our six local places and through the executive group in July.



View the Board's papers, or watch a film recording of the meeting [here](#). The next meeting in public will be on Tuesday 3 September 2019.

West Yorkshire and Harrogate Clinical Forum

The Clinical Forum met on Tuesday. The meeting is chaired by [Dr Andy Withers](#) and includes medical directors, GPs, pharmacists, allied health professionals, and lead nurses. Catherine Thompson, Programme Director for [Improving Planned Care and Reducing Variation](#) discussed the Flash Glucose Monitoring Commissioning Policy (options) for review and recommendation. We are currently working with diabetes specialists in West Yorkshire and Harrogate to update our policies on flash glucose monitoring, following the publication of new guidance from NHS England, and to consider a single policy for all nine clinical commissioning groups. Read more [here](#). The Clinical Forum discussed the guidance and will make a recommendation to the Improving Planned Care and Reducing Variation Programme Board and to the [West Yorkshire and Harrogate Joint Committee of Clinical Commissioning Groups](#).

Maureen Drake, Assistant Director of Allied Health Professionals (AHPs), Patient Experience and Engagement, Leeds Community Healthcare NHS Trust and Catherine Gregson, Head of Therapies and Rehabilitation Airedale NHS Foundation Trust led a discussion with clinical forum on the opportunities for AHPs to provide leadership and support to the WY&H Health and Care Partnership

Allied health professionals (AHPs) are the third largest workforce in the NHS. Collectively the Partnership employs approximately 4241.2 WTE registered and unregistered AHP staff. [AHPs into Action](#), published in 2017 set out priorities and commitments for AHPs and the impacts that could be achieved through this. [The NHS Long Term Plan](#) acknowledges the impact this framework has on developing plans. Their skills are central to the delivery of sustainable services; they work across all life stages and within all sectors; and they have a long history of multi-professional team working. The Clinical Forum endorsed the creation of a Partnership AHP Council; with a request that each of our six local places (Bradford District and Craven; Calderdale, Harrogate, Kirklees, Leeds and Wakefield) identify representatives for the AHP council covering all organisations. Future work involves scoping where the Partnership adds additional value above the work taking place in our six local places and how this links currently to the development of the five year plan – for example hospital avoidance. Colleagues work on the ethos they are 'better together'. AHPs are key to delivering the outcomes of the NHS Long Term Plan and are keen to support the Partnership work by mapping where AHPs could help with priority programmes, for example sharing good practice and close working relationships with the clinical forum and a AHP Council would help with this, working out where they could field colleagues to support Partnership priority work. Clinical Forum members were supportive of their work with AHPs to develop a council and to make connections with programme leads proactively and linking to their local AHP leads.

There was also an update on the proposed approach to develop our five year plan, including the scoping and development of new priorities relating to children young people and families and improving health and tackling inequalities. The NHS Long Term Plan is a framework to support the development of this and there is flexibility for us to tailor our response to local needs and priorities. We continue to focus on working together to improve health outcomes locally – working better together at every level and putting the person at the centre of all we do.



The Mid Yorkshire NHS Hospitals Trust are one of 14 Trusts in a national pilot for a new way to measure performance in A&E and David Melia (Chief Nurse at Mid Yorks) update Clinical Forum members on progress to date.

West Yorkshire and Harrogate Joint Committee of Clinical Commissioning Groups (CCGs) development session

The Joint Committee of the Clinical Commissioning Group development session took place on Tuesday 4 June, chaired by Marie Burnham, independent lay chair. The following was discussed.

Flash glucose monitoring

Members considered a report on a flash glucose monitoring commissioning policy for adoption across West Yorkshire and Harrogate. Flash glucose monitors are hand held devices for checking blood glucose levels, replacing the need to prick a finger. Some national funding has been made available to support implementation from 1 April 2019. The report was discussed at Clinical Forum immediately before the Joint Committee development session and the Committee considered the recommendations from the Forum. The Joint Committee supported the commissioning policy and two amendments to it recommended by the Clinical Forum.

The Improving Planned Care and Reducing Variation Programme would develop a formal flash glucose monitoring proposal to be brought back to the Joint Committee meeting in public on July for further consideration and agreement.

Implementing the decisions of the Joint Committee

Members considered a report on strengthening the arrangements for ensuring that Joint Committee decisions are implemented effectively and consistently across all our places.

Members noted that the implementation challenges differed significantly between each programme and that a 'one size fits all' approach was not appropriate. Members agreed a way forward which included clarifying the Joint Committee's work plan and responsibilities in relation to each programme and building in to the work plan a more systematic focus on implementation, based around progress on key outcomes.

WYAAT Programme Executive

The [WYAAT](#) Chief Executives met at their monthly Programme Executive meeting on Tuesday. In addition to reviewing the progress of the WYAAT Programmes, they discussed the West Yorkshire and Harrogate Capital and Estates Programme, the West Yorkshire Vascular Service (WYVaS) and cancer performance and improvement. Owen Williams, Senior Responsible Officer for the Capital and Estates Programme, briefed the CEOs on the role of the Capital and Estates Board in overseeing capital spending, developing the West Yorkshire and Harrogate Estates Strategy and in accessing future capital funding. He highlighted the importance of places and sectors being strongly represented on the board. Neeraj Bhasin (West Yorkshire Vascular Services Regional Clinical Director), Claire Vickers (WYVaS Head of Nursing) and Jane Lang (WYVaS General Manager) briefed the group on the development of a single vascular service for West Yorkshire. Neeraj highlighted the benefits to patients and staff of the single service approach and the group discussed the operating model and planned public consultation. Martin Barkley, CEO for Mid Yorkshire Hospital Trust, provided the first of six monthly place briefings in which he described health and care integration in Wakefield and North Kirklees.



Finally Carol Ferguson, West Yorkshire and Harrogate Cancer Alliance Programme Director, updated the CEOs on cancer performance across the area and the development of the improvement collaborative (which will be launched at an event on 5 July)

Mental Health, Learning Disabilities and Autism Collaborative.

Supporting people with learning disabilities

You may recall the Leadership Group workshop on Tuesday 2 April about supporting good health services for people with learning disabilities. To help achieve this, various West Yorkshire and Harrogate Health and Care Partnership organisations and [programme areas](#), including cancer, improving planned care and mental health, have come together to develop a health champions network of people with learning disabilities from across the area. Their role will also be to help us talk to other people with learning disabilities so we can hear the views and experiences of as many people as possible. This will give us a bank of insight needed to deliver on all our priorities, including the NHS Long Term Plan. To help us achieve this effectively we will be working with [BTM](#) on a 12 month programme. The first meeting will take place in July. We will keep you updated as this important work develops.

New mental health unit in Leeds for young people moves a step closer

Leeds Community Healthcare NHS Trust (LCH) in partnership with Leeds and York Partnership NHS Foundation Trust (LYPFT) has submitted a planning application for a new mental health in-patient unit for young people in West Yorkshire.

The brand new purpose-built facility proposal is to build it on the St Mary's Hospital site in Armley. It will provide 22 in-patient beds and deliver much needed improvements and facilitates for young people in West Yorkshire. The funding for the building was announced as one of 12 successful bids to receive NHS England capital funds in November 2017.

A public information event was held in September 2018 to gain feedback on the initial proposals. Since this time the LCH has continued to work with staff, specialist staff/partners across Yorkshire in Child and Adolescent Mental Health Services (CAMHS), young people who access support, carers and the local community to understand their needs and how they think the new unit should look and feel. The Trust has finalised plans based on feedback to create the best possible environment and experience for young people accessing care. This work is being led by Thea Stein, CEO for Leeds Community Healthcare NHS Trust who is also the WY&H programme lead for children and adolescent mental health services which is part of the Mental Health, Learning Disabilities and Autism Collaborative. We will keep you updated on the planning permission process once we know more.

West Yorkshire Fire and Rescue Service – suicide prevention training

We have developed a scheme to give firefighters trained suicide prevention techniques one of many initiatives taking place across our area to reduce number of people who take their own life.

Our Partnership has set a target of a 75% reduction in targeted areas and 10 % reduction in overall suicides by 2020. To help achieve this the Partnership has invested £22,000 in a basic 'train the trainers' fire service pilot.



Five trainers from West Yorkshire Fire and Rescue Service will become trainers in 'safeTALK' a suicide prevention training course that helps people know what to do if someone's suicidal by following the easy to remember TALK steps - Tell, Ask, Listen and Keep-safe. These practical steps offer immediate help to someone having thoughts of suicide and help them move forward to connect with more specialised support. A further four fire service places have been allocated to training trainers in ASIST - Applied Suicide Intervention Skills Training (ASIST). ASIST teaches participants to recognise when someone may have thoughts of suicide and works with them to create a plan that will support their immediate safety. The training builds on other suicide prevention work across the area such as the 'Adopt a Block' scheme in Leeds, which has seen firefighters building suicide prevention work into their existing safety and prevention work in high rise building. It also acknowledges that firefighters are often among the first people on the scene when there are suicide attempts.

£114,000 funding to support suicide prevention trailblazer for West Yorkshire and Harrogate Health and Care Partnership

The money been awarded from NHS England/NHS Improvement and will be used to target men at risk across the area.

Webinars

NHS Confed: Friday 12 July, between 12noon and 13.00 a webinar with Rob Webster, CEO Lead for our Partnership, and Robin Tuddenham, Chief Executive of Calderdale Council. Robin and Rob will describe the importance of place as the building block for integration. They will reflect on their journey, what it means for system leaders, and the opportunities and challenges they see in the future. You can register for the session [here](#).

New Partnership information

Website

West Yorkshire and Harrogate Joint Committee of the Clinical Commissioning Groups Annual Report. You can read it [here](#).

- GPs in West Yorkshire and Harrogate can find out more about our Healthy Hearts programme, and access supporting materials to help them deliver it on the Healthy Hearts website [here](#).

Films

- [Perinatal mental health](#)
[Improving the lives of people living with and beyond cancer in Bradford.](#)

Case studies

- The positive difference our Partnership is making - how technology is helping us improve eye care case study. You can read it [here](#).



Campaigns

- 'Looking out for our neighbours', is proud to support The Jo Cox Foundation's 'Great Get Together' taking place from 21 – 23 June. Throughout June the campaign delivers one simple message 'Get together with your neighbours'. Whether it's simply saying hello, having a cup of tea or doing something for your neighbour, the Great Get Together is the perfect reason to connect with those in your neighbourhood. Download your new summer resource pack [here](#) and please continue to spread this important message. We're also looking for examples of what difference the campaign has made to the work in our communities – please share any updates you may have by contacting karen.coleman2@wakefieldccg.nhs.uk. Thank you.
- NHS 16 Cancers Quit Smoking Campaign: NHS North of England Cancer Alliances have launched a four-week health harms campaign across the North of England on Monday. The main aims of the campaign are to encourage smokers to make a quit attempt and to raise awareness of the links between smoking and 16 types of cancer. While the primary aims are to drive quit attempts and sustain existing quits, we hope this campaign will also engage with health professionals at a time when prevention around smoking is a key part of the NHS Long Term and integrated care system plans.

Visitor to West Yorkshire and Harrogate Health and Care Partnership

Matthew Gould has been announced as the new CEO of NHSX and will be responsible for setting the national technology agenda for healthcare. Matthew's office has expressed an interest in visiting WY&H on the 18 June and we are looking at how we can accommodate his visit at short notice.

ENDS.

