

## **Health and Wellbeing Board**

6 September 2017

Report of the Strategic Lead – Communications & Engagement,  
Humber, Coast and Vale STP

## **Update on the Humber Coast and Vale Sustainability and Transformation Partnership (STP)**

### **Summary**

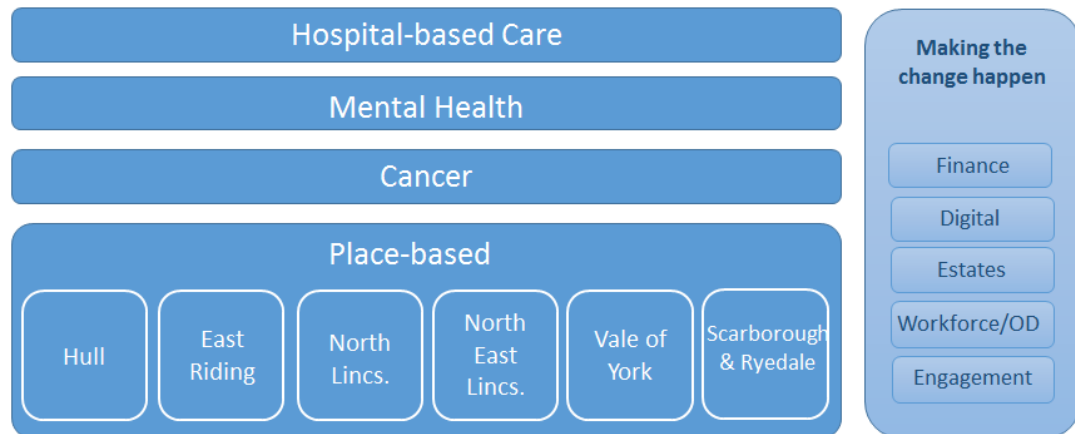
1. This report provides an update on the work of the Humber, Coast and Vale Sustainability and Transformation Partnership (STP).

### **Background**

2. Since April 2016, leaders from health and care organisations across the region, together with our vibrant voluntary sector, have been working together to establish the Humber, Coast and Vale Sustainability and Transformation Partnership (STP). It is a partnership of nearly 30 different organisations including NHS Trusts, Social Enterprise Companies, Local Councils and Health Commissioners covering a wide area with a diverse mix of rural, urban and sub-urban communities (see **Annex A**).
3. An overarching vision and draft set of proposals were submitted to NHS England in October 2016. This set out the shared vision for our local health and care system of enabling everyone in our area to start well, live well and age well.
4. To achieve the vision we are working hard to create a health and care system that supports everyone's health and wellbeing and that is there to help when people need it. Our proposed future system will begin with people and be built around their needs rather than being built around organisations, processes or pathways. It will focus on promoting better health wherever possible by connecting people, places and services and delivering genuinely integrated

care. We want to become a health improving system rather than an ill-health treating system.

5. We are working with all the partner organisations on a complex programme of change to provide better, more joined-up health and care services that focus on keeping people well. Details of current STP programmes, including key aims and objectives, are set out in **Annex B**.



## Update on Place-based Plans

6. In each of our communities we are working with local councils to integrate health and social care services and to improve the health of our local people by supporting them to access better housing, better jobs and to live healthier lives. In addition to modelling the wider determinants of health, local plans focus on:
  - **prevention** (keeping people well);
  - **supported self-care** (helping people to manage their health conditions at or close to home);
  - **integrated commissioning and provision** of local health and care services (so that services are joined up and flexible enough to meet different people's needs).

7. Improving and joining up care outside of hospital settings is central to delivering the changes that are required in our health and care system.
8. Work is ongoing in each of our 'places' to make progress on integrating the commissioning functions of Clinical Commissioning Groups (CCGs) and Local Authorities. This is following different models in each area but with the same core aims of providing better, more joined-up care and reducing unnecessary duplication. Work is also underway to integrate the provision of services outside of hospital settings, working with GPs, community service providers and the voluntary and community sector.

### **Progress on integrated commissioning**

9. Integrated commissioning is about bringing together the collective buying power of health organisations and local councils in a particular area, to develop a more coherent strategy for health and care provision in an area and avoid duplication of effort. It is about spending the money once to achieve the best outcomes for the health of local people by working together with local councils to align the funding for health and social care.
10. Recent developments in progressing integrated commissioning include the creation of a single management structure across the Local Council and Clinical Commissioning Group in North East Lincolnshire. From 1st August 2017, North East Lincolnshire Council's Chief Executive, Rob Walsh took on the new role; heading up a single leadership team which will service both statutory organisations and strengthen their ability to deliver the best possible outcomes for the community they serve.
11. In a parallel development, Hull CCG and Hull City Council have taken steps to integrate the CCG's budget with Hull City Council's budget for adult social care, public health and children's services. The organisations are now working together to plan future spending on public health, adult social care and children's services from the perspective of an integrated financial plan and single process of prioritisation. Commissioning decisions will be made by a newly established integrated commissioning board and committee in common. Both organisations will retain their existing statutory responsibilities and decisions will be ratified via each organisation's existing governance structures.

12. Within the Vale of York, an Accountable Care System (ACS) Partnership Board has been established, in addition to three locality sub-boards (North, South and Central) to reflect the complex geography of the Vale of York. The three localities within the Vale of York ACS are being further developed to support the formation of Locality Delivery Plans for each area.

### **Progress on integrated provision**

13. Similarly, in each of our six places we are working towards the establishment of integrated provision of out of hospital care. The organisational forms for delivering joined up care and the journey toward establishing integrated provision will be different in each of our six places. Nevertheless, the basic outcome will be the same: a simpler, more effective system for local people to receive local health and care services.
14. Our intention is to develop placed-based service models that are integrated, mutually supportive and maximise the benefits of us working as a system, to manage population health and deliver better outcomes for the people in the Humber, Coast and Vale.

### **Update on STP-wide programmes**

15. In addition to transformation work in each of the six places in Humber, Coast and Vale, the partnership is working together on a number of programmes to develop plans on an STP-wide basis. This cross-cutting work is focused on hospital-based services, cancer care and mental health provision. These programmes will be supported by a number of other programmes of work across the STP to help us make the change happen. These enabler workstreams include: workforce and organisational development, digital technology, estates, and communications and engagement.

### **Hospital Services Review**

16. As part of the STP-wide hospital workstream, we have begun a review of acute hospital service provision in the Humber, Coast and Vale area. The purpose of this review is to achieve improvements in the quality of services available in our local hospitals and ensure that we are providing services that are operationally and financially sustainable service that can be funded and safely staffed in the medium and longer term.

17. The review will consider current and projected future needs for hospital services, taking into account local plans to improve and extend the types of care and treatment that are available outside of hospital settings. The purpose of the review is to provide an evidence-based assessment of current and future need for hospital-based services and use that evidence-based understanding of future need to plan future hospital services.
18. A transparent and inclusive approach will be adopted at all stages of the process. We will implement a rigorous process to creating and refining future scenarios that includes a variety of opportunities for patients, the public, staff and other stakeholders to contribute and will adopt an evidence-based approach.

### **Communications and Engagement**

19. We have developed a comprehensive communications and engagement strategy as well as a number of additional forums to ensure effective engagement and involvement of all partners in developing the work of the STP. This includes the introduction/development of the following groups:
  - Provider Collaborative – Chaired by Michele Moran, Chief Executive of Humber NHS Foundation Trust, the forum now meets on a regular basis to consider how provider organisations can work collectively on key priority areas such as workforce.
  - Lay members and non-executive director's (NED) forum – NEDs and CCG lay members have agreed to establish a regular forum to advise the STP programmes and plans and to carry out a skills audit of lay members and non-executives from across the organisations to ensure we are utilising the skills and experience they offer the system.
  - Staff-Side Forum – a regular meeting with trade union representatives has been established to maintain regular contact and enable discussion of issues raised by the staff side representatives.
  - Local Authority Forum – this meeting provides an opportunity for Health and Wellbeing Board Chairs, other local government representatives and CCG leads to meet together

to discuss the work of the partnership and share learning across the area.

### **Next Steps – Accountable Care Systems**

20. The 'Next Steps to the Five Year Forward View', which was published by NHS England in March 2017, launched the concept of Accountable Care Systems (ACSs). The first eight Accountable Care Systems (ACSs) in eight STP or sub-STP areas across England were announced in July 2017. These areas are currently working towards the implementation of a new model for Accountable Care in their area, which bring together local NHS organisations, in partnership with social care services and the voluntary sector.
21. The first group of designated ACSs have agreed with national leaders to deliver fast track improvements set out in Next Steps on the Five Year Forward View, including taking the strain off A&E, investing in general practice making it easier to get a GP appointment, and improving access to high quality cancer and mental health services.
22. These areas will also lead the way in taking more control over funding available to support transformation programmes, matched by accountability for improving the health and wellbeing of the populations they cover. NHS national bodies will provide these areas with more freedom to make decisions over how the health system in their area operates.
23. Early discussions are taking place within Humber, Coast and Vale in relation to the concept of Accountable Care Systems and what the potential models might be for developing an Accountable Care System(s) for Humber, Coast and Vale.

### **Consultation**

24. Details of consultation and engagement activity in relation to the Humber, Coast and Vale STP are provided on the STP website: [www.humbercoastandvale.org.uk](http://www.humbercoastandvale.org.uk)

## **Options**

25. This report is for information.

## **Analysis**

26. This report is for information.

## **Strategic/Operational Plans**

27. Sustainability and Transformation Partnerships are the key mechanism for delivery of the NHS Five Year Forward View and the wider integration of health and social care. The key strategic aim of the Humber, Coast and Vale STP – to help everyone in our communities to start well, live well and age well – reflects the core themes of the Joint Health and Wellbeing Strategy for the City of York.

## **Implications**

28. This report is for information.

## **Recommendations**

29. The Health and Wellbeing Board are asked to note the contents of the report and to continue to contribute to the work of the partnership via existing mechanisms:

Reason: To ensure the Health and Wellbeing Board are apprised of the Humber, Coast and Vale Sustainability and Transformation Partnership

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**Report  
Approved**



**Date** 22.08.2017

Julie Warren  
Locality Director  
NHS England

**Report  
Approved**



22.08.2017

**Wards Affected:**

**All**



**For further information please contact the author of the report**

### **Background papers**

Humber, Coast and Vale STP Outline Strategy, October 2016  
Submission: [http://humbercoastandvale.org.uk/wp-content/uploads/2016/12/HCV-October-Submission\\_v.3.1-updated.pdf](http://humbercoastandvale.org.uk/wp-content/uploads/2016/12/HCV-October-Submission_v.3.1-updated.pdf)

### **Annexes**

Annex A – About Humber, Coast and Vale

Annex B – Humber, Coast and Vale Programmes