

Health and Wellbeing Board

18 May 2016

Report of the Independent Chair of the York, Easingwold and Selby Integration and Transformation Board.

Chief Officers: Martin Farran, Director of Adult Social Care, City of York Council & Rachel Potts, Chief Operating Officer, NHS Vale of York Clinical Commissioning Group

Update on the York, Easingwold and Selby Integration and Transformation Board

Summary

1. The purpose of this report is to provide the Health and Wellbeing Board (HWBB) with information on the York, Easingwold and Selby Integration and Transformation Board (YESITB). The Board was established in February 2016 to develop a system wide plan to transform health and care and return the area to financial stability. The main role of the Board will be to:
 - Develop and agree system wide strategic and delivery plans
 - Develop and agree a financial strategy that will enable the area to pool resources and return the whole system to a stable financial footing
2. The YESITB will be accountable to the York HWBB for the area of York and to North Yorkshire's HWBB for the area of Easingwold and Selby.

Background

3. The York health and social care system is under significant pressure, both in terms of demands for services, which are growing, but also in terms of the finances of some of the main statutory agencies in the area.

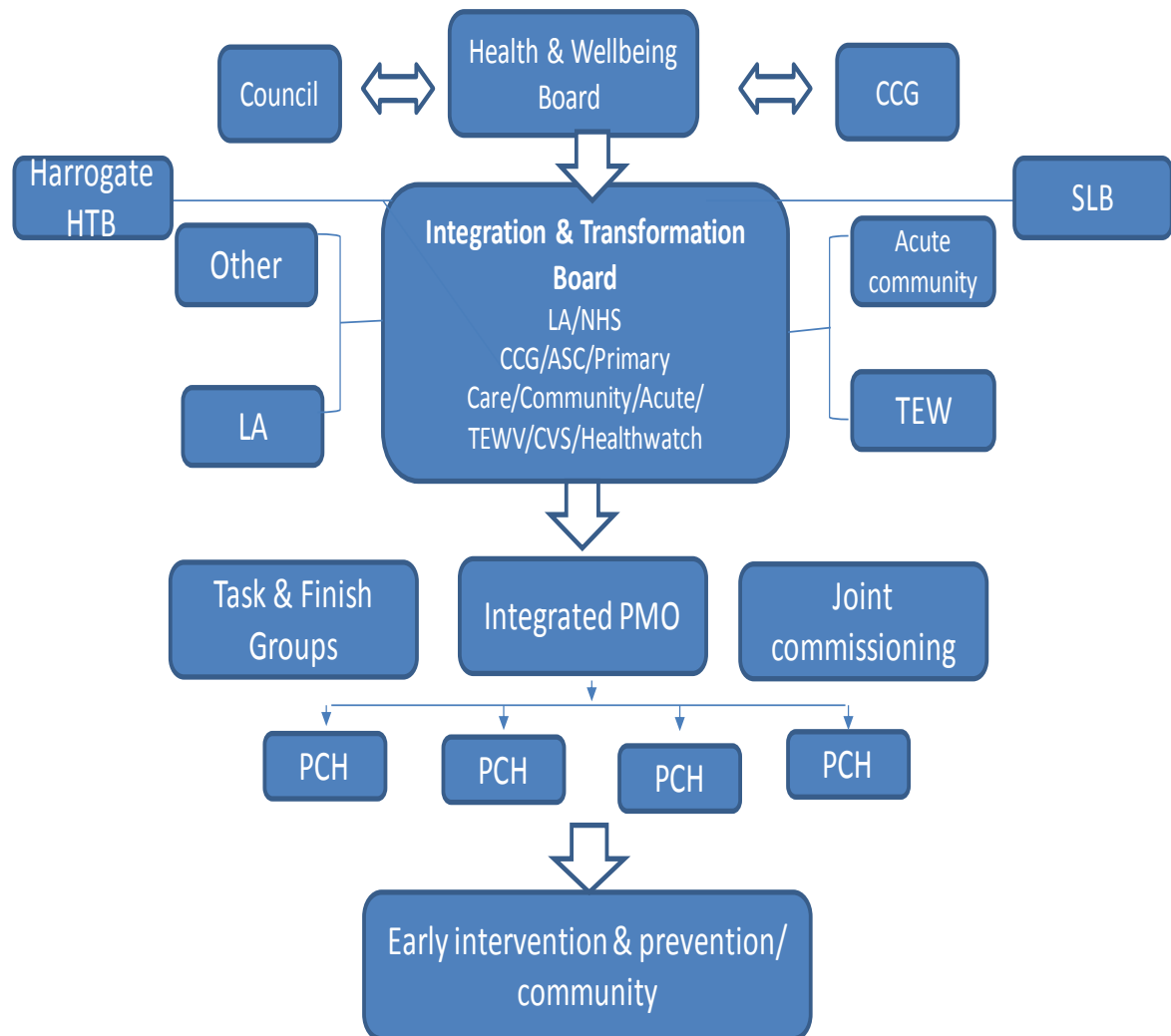
4. Faced with these challenges, systems leaders from all of the main health and care organisations have agreed to work together to find a way forward. This has led to the creation of the YESITB which will be responsible for agreeing and overseeing the development and delivery of a transformation plan that will improve health and care outcomes whilst ensuring that the area gets back onto a stable financial footing.
5. The vision of the YESITB is to 'develop and deliver a cross-organisational plan that improves the health and wellbeing of local citizens, provides better care for individuals and delivers value and sustainability through the best use of local resources.'
6. The YESITB will also lead, oversee and co-ordinate decisions required by partner organisations in order to ensure delivery against the following:
 - A. Development of the Sustainability and Transformation Plan for the local footprint - to develop and deliver the over-arching health and social care work programme for Scarborough and Ryedale, Vale of York, plus East Riding, Hull, North and North East Lincolnshire
 - B. Development and agreement of a medium term financial plan for Vale of York local area
 - C. Strategic joint commissioning
 - D. Vale of York Better Care Fund
 - E. Patient, service user and carers engagement

Governance

7. The YES Integration and Transformation Board has senior representatives from the following agencies:
 - City of York Council - Adult and Children's Services and Public Health
 - NHS Vale of York Clinical Commissioning Group (CCG)
 - York Teaching Hospital NHS Foundation Trust
 - York Centre for Voluntary Service (CVS)
 - North Yorkshire County Council
 - Tees Esk and Wear Valleys NHS Foundation Trust
 - Priory Medical Group - Primary Care
 - NHS England

8. The board is independently chaired by Richard Jones CBE, who has previously held senior leadership roles in both the NHS and local government and is the Chair of Shared Lives Plus and is a Trustee of Scope.
9. The Integration and Transformation Board will be formally responsible to the York Health and Wellbeing Board for the City of York area and to North Yorkshire Health and Wellbeing Board for Easingwold. YESITB will make recommendations for system transformation priorities to the Health and Wellbeing Boards and provide direction to operational workgroups, called task and finish groups for now.
10. The YESITB will primarily focus on the Vale of York area, but will ensure that its work programme is aligned to that of the Systems Leaders Board (SLB) which has been established to develop and deliver the over-arching health and social care work programme for Scarborough and Ryedale, Vale of York, plus East Riding, Hull, North and North East Lincolnshire in respect of the Sustainability and Transformation Plan footprint.
11. The board will meet monthly for around 12 months in order to develop its strategy and plans and to begin overseeing their execution. It is proposed that the YESITB reports on a quarterly basis to the HWBB.
12. The YESITB met in February and March 2016 to agree a terms of reference and ways of working. The full terms of reference are presented in Annex 1 to this report.
13. The Governance structures for the YESITB are depicted in figure one below.

Figure One



Support

14. Vale of York CCG and City of York Council successfully secured a small amount of funding – in the region of £30k from the NHS England Better Care Support Team, Local Integration Support Fund to help it drive local integration and has commissioned the Social Care Institute for Excellence to provide some initial support to help the Board deliver its early work programme.
15. To provide longer term support, Vale of York CCG and City of York Council have agreed to recruit a senior officer in a joint appointment role to manage the delivery plan.

There is also a commitment amongst partners on the Board to identify and offer resources that are available so a larger Programme Office can be established.

Delivery Programme

16. The Board has instigated a programme of work that will support the development of a transformational delivery plan. Work progressed so far includes:
 - Review of current performance of area against key performance measures to help the Board identify priority areas for action
 - Review of current financial position of whole area to help the Board identify the scale and nature of the financial challenge
 - Development of high-level priority outcomes for communities that can be used to monitor progress over time
 - Discussions about how to engage the communities in discussions about the transformation of services
17. The YESITB has started to develop a shared vision and to plan for the creation of an Accountable Care System, joint commissioning and a pooled budget. With support from SCIE, the Board has also started the process of developing an Integration and Transformation Plan, which will outline:
 - Aims and objectives of the integration and transformation plan
 - Medium term financial plan setting out how financials will be returned to a secure footing
 - Programmes of activity to drive service transformation, such as programmes on out of hospital care, the community offer, delayed transfers of care, mental health and learning disabilities
 - Key performance measures, milestones and risk management.
18. The YESITB plan to develop a draft Plan at a workshop in May 2016 with the aim of producing a full draft by the end of June 2016.

Main Issues to be considered

19. The YESTIB is accountable to the HWBB and, it is proposed, that it will report on a quarterly basis where plans can be considered within the framework of the HWBB's broad strategic direction and associated work programmes.

In this context, the HWBB may wish at this meeting to consider some key questions relating to YESITB activities, reporting and mechanisms for engagement:

- i. What are the main risks that YESITB needs to consider as it develops its plans?
- ii. How would the HWBB like to be kept informed and contribute to the work of the YESITB?
- iii. Is the HWBB happy with the YESITB terms of reference and proposed governance and reporting arrangements?
- iv. How can the YESITB effectively involve patients, service users and citizens in the formulation of its Plans?

Consultation

20. There has been no formal consultation on the YESITB nor this paper.

Options

21. There are no specific options for the HWBB to consider although there are a number of questions they are asked to consider and these are set out both in paragraphs 19 and 35

Analysis

22. This paper does not support any strategic options, and thus we have not provided any supporting analysis.

Strategic/Operational Plans

23. The Plans produced by the YESITB will build on the strategic plans of all partner organisations, including the Vale of York CCG and City of York Council. The plan will also align to the Sustainability and Transformation Plan for the area and York's refreshed Joint Health and Wellbeing Strategy.
24. The Integration and Transformation Plan aligns to all five of the current Joint Health and Wellbeing Strategy priorities.

Implications

25. **Financial** - There are no current financial implications to consider. Financial implications may arise as YESITB progresses individual work streams.
26. **Human Resources (HR)** - There are no current HR implications to consider.
27. **Equalities** - There are no current equalities implications to consider
28. **Legal** - There are no current legal implications to consider.
29. **Crime and Disorder** - There are no current crime and disorder implications to consider.
30. **Information Technology (IT)** - There are no current IT implications to consider.
31. **Property** - There are no current property implications to consider.
32. **Other** - There are no current other implications to consider.

Risk Management

33. The establishment of an Integration and Transformation Board provides a platform for local system leaders to meet with a focus on delivery. The Board will identify and lead breakthrough projects that will help break through organisational and professional barriers and bring about culture change. These projects probably represent the biggest risks to the system and to single agencies.
34. Integrated solutions, co-produced with local people, in a spirit of shared enterprise will provide a model of risk management on the largest scale. All partners need to recognise that decisions made in this forum will impact on the whole system, as will the consequences of success or failure.

Recommendations

35. The Health and Wellbeing Board are asked to consider the following:
- i. What are the main risks that YESITB needs to consider as it develops its plans?
 - ii. How would the HWBB like to be kept informed and contribute to the work of the YESITB?
 - iii. Is the HWBB happy with the YESITB terms of reference and proposed governance and reporting arrangements?
 - iv. How can the YESITB effectively involve patients, service users and citizens in the formulation of its Plans?

Reason: To keep the HWBB up to date with the progress made by the recently established YESITB

Contact Details

Author:

Ewan King
Director – Social Care
Institute for Excellence
(SCIE)

Chief Officer Responsible for the report:

Martin Farran
Director of Adult Social Care

Report **Date** 04.05.2016
Approved

Rachel Potts
Chief Operating Officer
NHS Vale of York Clinical
Commissioning Group

Report **Date** 04.05.2016
Approved

Specialist Implications Officer(s) None

Wards Affected:

All

For further information please contact the author of the report
Background Papers:

Annexes

Annex 1 – YESITB Terms of Reference

Glossary

CCG – Clinical Commissioning Group

CVS – York Centre for Voluntary Service

HWBB – Health and Wellbeing Board

NHS – National Health Service

SLB – System Leaders Board

YESITB – York, Easingwold and Selby Integration and Transformation Board