

Report to: City of York Council Health and Wellbeing Board
11th September 2019

Wards: All

Health and Wellbeing Board Briefing Paper
Humber, Coast and Vale Partnership Long Term Plan

Report of the Humber, Coast and Vale Health and Care Partnership Director

Executive Summary

This report provides a briefing for Health and Wellbeing Board members about the development of the Humber, Coast and Vale Health and Care Partnership Long Term Plan. The briefing provides an overview of the approach being taken by partner organisations within Humber, Coast and Vale (HCV) to develop a five-year strategic plan for our area, in line with expectations set out in the NHS Long Term Plan. It explains the approach being undertaken within Humber, Coast and Vale to involve local stakeholders in the development of the HCV Partnership Long Term Plan and asks members of the Health and Wellbeing Board to provide comment and feedback to contribute to the development of the plan.

Matters for Consideration

Members are asked to note the update given and provide comment and feedback to contribute to the development of the Partnership Long Term Plan.

In addition, members are asked to endorse the **ambition and priorities** to be included in the plan ahead of its submission to NHS England on 15th November 2019.

Background

Since early 2016, the organisations responsible for providing and commissioning health and social care services across the area known as Humber, Coast and Vale have been working together to address the challenges facing local health and care services both now and in the future. In October 2016, we published our outline plan for the Partnership, which set out our key goals and aspirations for our population. Since then, we have been working together to strengthen our Partnership and have made significant progress in a number of areas. Some of the Partnerships successes over this period include, securing £88.6m investment for A&E improvements and diagnostic equipment, putting in place specialist perinatal mental health services in each of our localities, launching the national diabetes prevention programme and building a new Child and Adolescent Mental Health Services (CAMHS) inpatient unit.

The NHS Long Term Plan was published in January 2019 and sets out ambitious plans for the next ten years that include transformation of health and care services to better meet the needs of the population and tackle some of the key challenges facing the NHS and wider health and care system partners, such as staff shortages and growing demand for services. This will involve a greater focus on preventing ill-health, giving people more control over their own health and care, whilst preventing illness and tackling health inequalities.

The NHS Long Term Plan covers the following key areas and sets out in detail:

- How the wider health and care system will transform the way it provides care to make it more joined-up and responsive to the needs of patients;
- The action the NHS, working with Partners, will take to strengthen approaches to prevention and addressing health inequalities;
- The priorities for improving the quality of care and the outcomes for local people by ensuring everyone gets the best start in life and improving care for major health problems such as cardiovascular disease and diabetes;
- How current workforce pressures will be tackled and staff will be supported to deliver health and care;
- A wide-ranging and funded programme to upgrade technology to see digitally-enabled care go mainstream across the wider health and care system;
- How the five-year NHS funding settlement will help put the NHS back onto a sustainable financial path.

Whilst the Long Term Plan was published by the NHS there was a clear recognition through the development and in the written document that it would require collaboration between health and care organisations to deliver and achieve the outcomes described. It emphasises the important role of local Partnerships, known as either, Sustainability and Transformation Partnership (STPs) or Integrated Care Systems (ICSs), to deliver these outcomes and new ways of working. All STPs/ICSs are required to produce their own Long Term Plan, setting out how they will start to deliver the requirements of the NHS Long Term Plan for their local populations.

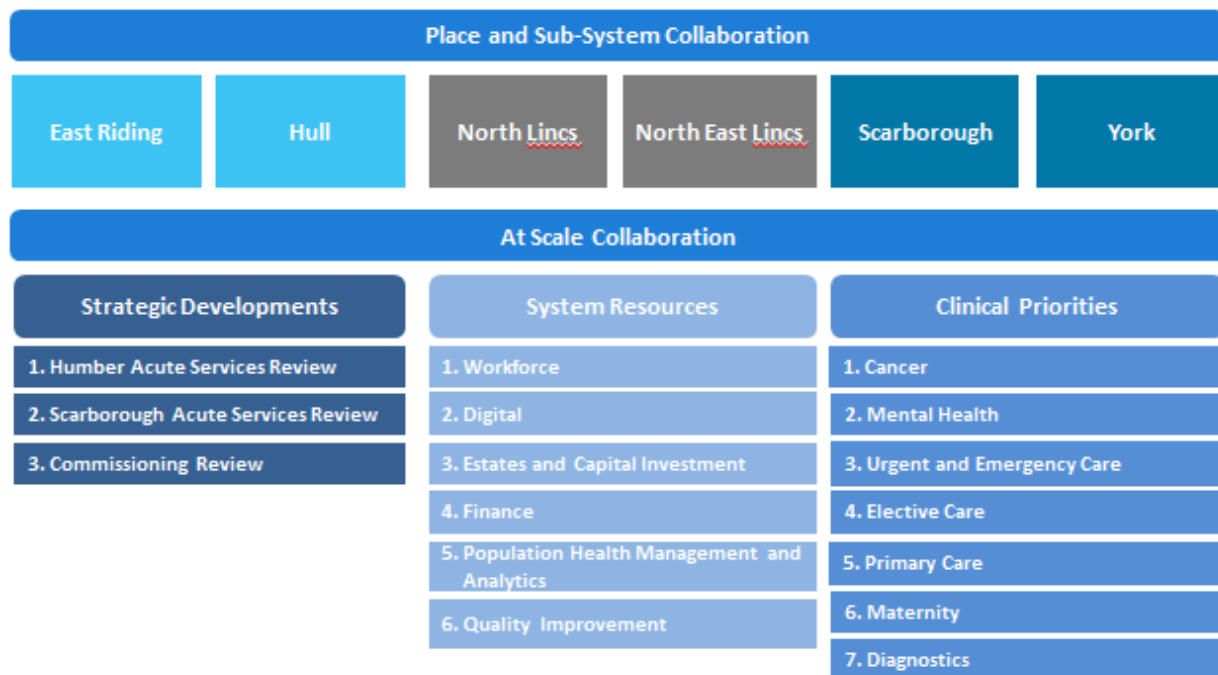
Developing the HCV Partnership Long Term Plan

Approach

The expectations of local Partnerships to develop a strategic plan were set out in greater detail in the Long Term Plan Implementation Framework, which was published in June 2019. In line with national requirements, our health and care partners are working to produce a Humber, Coast and Vale Health and Care Partnership five year strategic plan. This will be submitted to NHS England in draft form on 27th September 2019 with a final version to be submitted on 15th November 2019.

The development of the Humber, Coast and Vale Partnership Long Term Plan is being driven through our established collaborative arrangements. This includes partnership working within our local areas (known as “places”) or across more than one local area (referred to as “sub-

system” level) or across the whole Humber, Coast and Vale area (referred to as “working at scale”). This approach will ensure that our Plan is comprehensive, coherent and consistent. Our established arrangements are set out in the diagram below:



To meet the needs of our local populations and stakeholders, our Partnership Long Term Plan will include the following key elements:

- **Strategic plan:** a narrative that describes the improvements in health and wellbeing and service quality that will be delivered by the Partnership through to 2023/24
- **Supporting technical plan:** quantified planning assumptions for activity, finance and workforce through to 2023/24. This will also set the basis for the 2020/21 operational plans for providers and CCGs.
- **Engagement, engagement, engagement:** the plan will be built upon existing local strategies and have buy-in and support from local stakeholders.

Our Partnership Long Term Plan will set out our commitments to achieve the aims and ambitions of the NHS Long Term Plan in our region. In particular, it will identify the aspirations of our Partnership to improve the health and wellbeing of local people across Humber, Coast and Vale. The plan will describe our vision, priorities, values and ways of working, including examples to illustrate how these arrangements are being implemented in practice. The Partnership Long Term Plan is being developed according to the following key principles, ensuring that the plan is:

- clinically-led
- locally-owned
- addresses the required outcomes and objectives set out in the NHS Long Term Plan

- based on realistic workforce assumptions
- financially-balanced (over the 5-year planning timeframe)

To support local planning, NHS CCGs and STPs/ICSs have received five-year indicative financial allocations for 2019/20 to 2023/24 and the Humber, Coast and Vale Health and Care Partners are developing and agreeing five-year planning assumptions at sub-system level.

Engagement and Involvement

An extensive programme of engagement with stakeholders has been undertaken to enable a range of voices and perspectives to inform the plan and the priorities identified within it. This is in addition to ongoing engagement that is undertaken on a regular basis within each of our partner organisations, places, sub-systems and through our collaborative programmes that are working at scale across Humber, Coast and Vale. The programme of engagement and involvement that has been undertaken to produce the plan comprises the following three elements:

1. Audit of engagement activity to date (March to May 2019):

A report has been produced, that brings together existing intelligence from engagement and involvement work that has been carried out since the publication of the HCV Partnership STP submission in October 2016. The purpose of this exercise was to give a high-level view of what patients, the public and other stakeholders have told us about our work to ensure this is reflected in the emerging plan (see background papers for full report).

2. Engagement in the development of the plan (April to June 2019):

A broad-based engagement exercise with the public took place throughout Spring 2019 to gather views and perspectives on the NHS Long Term Plan to inform the development of the Partnership's Long Term Plan. This engagement work was nationally commissioned by NHS England but led by local Healthwatch across Humber, Coast and Vale and gathered the views of over 2000 local people through a variety of means including online surveys, face-to-face conversations and focus group discussions. This included a specific focus on hard to reach groups (see background papers for full report). In addition, each of the Partnership's constituent places and programmes have undertaken engagement with key stakeholders in the development of their draft plans as they identify and agree priorities, with a particular focus on clinical engagement.

3. Engagement on draft plan (July to September 2019):

Throughout the summer, engagement events have taken place with a wide range of stakeholders across Humber, Coast and Vale to review and refine the plans and priorities identified within each of our places, sub-systems and programmes that are working at scale across Humber, Coast and Vale. This engagement programme began with a Health and Care System Leaders Event in June 2019, where over 100 senior leaders (including executive and non-executive directors, elected and lay members) came together to contribute to and

review emerging plans across the Partnership's at scale collaborative programmes. This was followed by a series of five stakeholder engagement events throughout August and September, including one event dedicated to clinical engagement. Feedback gathered through these events has been incorporated into draft plans in an iterative manner, which will continue throughout the period from submission of the draft plan on **27th September 2019** to submission of the final plan on **15th November 2019**.

The focus of the Partnership Long Term Plan is to set out high-level ambitions and outcomes that partners across Humber, Coast and Vale will work towards delivering over the coming five-year period. Specific service change elements will still be subject to the same requirement to involve patients and the public, which remains the duty of the relevant organisation(s) responsible for implementing that particular change.

Outline of the HCV Partnership Long Term Plan

A high-level outline of key elements of the HCV Partnership Long Term Plan strategic narrative is attached as Appendix A. The content will build on our 2019/20 Partnership Operating Plan, which is seen as year 1 (see background papers). In addition to the information contained in the high-level outline plan, the partners across Humber, Coast and Vale are proposing the overarching ambition and priorities in the Partnership Long Term Plan as follows:

Our Ambitions

We want everyone in our area to: *start well, live well and age well*.

To achieve this we are working hard to create a health and care system that supports the health and wellbeing of everyone living within our area and that is there to help when people need it.

We want to become a health-improving system rather than an ill-health treating system, shifting the focus of health and care services from picking people up when they fall to helping to prevent people from becoming unwell and supporting more people to manage their health and health conditions at home wherever possible.

Our Priorities

The collaborative work across the Partnership will address the following key priorities:

- Helping people to look after themselves and stay well
- Providing services that are joined-up across all aspects of health and care
- Improving services in clinical priority areas (e.g. cancer, mental health, primary care)
- Making the most of all our resources (people, technology, buildings, equipment and money)

The Partnership has subscribed to a principle of subsidiarity, which means that most of the collaborative work undertaken by our health and care partners will happen at "place" level. Within each of our places, local health and care partners are focusing on integrating out of hospital services to ensure more responsive, joined-up care is available in all of our

neighbourhoods. This includes, amongst other things, the development of primary care networks, delivering enhanced health provision in care homes, supporting people with long term conditions to manage their conditions and working together to support people who are nearing the end of their lives. Work is being undertaken to develop population health management approaches within our places to support partners to better address health inequalities and improve health outcomes for local people. Health and Wellbeing Boards, as the local system leaders within each place, play a critical role in supporting and enabling local partners to work together to tackle the wider determinants of health and improve outcomes for whole populations.

Where it makes sense to do so, partners will continue to work together at scale on the priorities and programmes set out in the high-level outline plan (attached as Appendix 1). Further detail about the collaborative clinical programmes and work that will be included in the Partnership Long Term Plan is also set out on the Humber, Coast and Vale website.

Conclusions

This report has provided the Health and Wellbeing Board with an overview of the Humber, Coast and Vale Partnership Long Term Plan and process that has been undertaken to engage with stakeholders on the development of the plan. The Board is requested to endorse the high level ambitions and priorities that are set out in the paper, which will form the basis of the strategic narrative for the Partnership Long Term Plan.

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Background Papers

- Engagement Mapping Report: https://humbercoastandvale.org.uk/wp-content/uploads/2019/07/HCV-Engagement-Mapping-Report_final.pdf
- Healthwatch Report: <https://humbercoastandvale.org.uk/wp-content/uploads/2019/07/Humber-Coast-Vale-Long-Term-Plan-Report-Final.pdf>
- HCV Partnership Operating Plan 2019/20: <https://humbercoastandvale.org.uk/wp-content/uploads/2019/06/HCV-Operating-Plan-MASTER.pdf>
- NHS Long Term Plan: <https://www.longtermplan.nhs.uk/>
- NHS Long Term Plan Implementation Framework: <https://www.longtermplan.nhs.uk/implementation-framework/>

Start well, live well, age well...

Our plans for the future of Health and Care in Humber, Coast and Vale

The [NHS Long Term Plan](#) sets out what the NHS of the future should look like. Local partnerships that bring together the NHS, Councils and local communities will help to make those changes happen. Our partnership of health and care organisations in Humber, Coast and Vale (HCV) is developing a plan that explains our aims and ambitions and how we plan to make the future described in the NHS Long Term Plan a reality in our area.

At a local level:

A really important part of our HCV Partnership Long Term plan is continuing the work we are doing together to improve the health and wellbeing of the local population in each of our “**places**” – these are the areas covered by each NHS Clinical Commissioning Group (CCG) or local Council. Sometimes, where it makes sense to do so, we join up across more than one place to plan and improve services – we refer to these areas as “**sub systems**”.

In our places and sub systems our plans will focus on three main areas:

Helping people to live healthier, happier lives

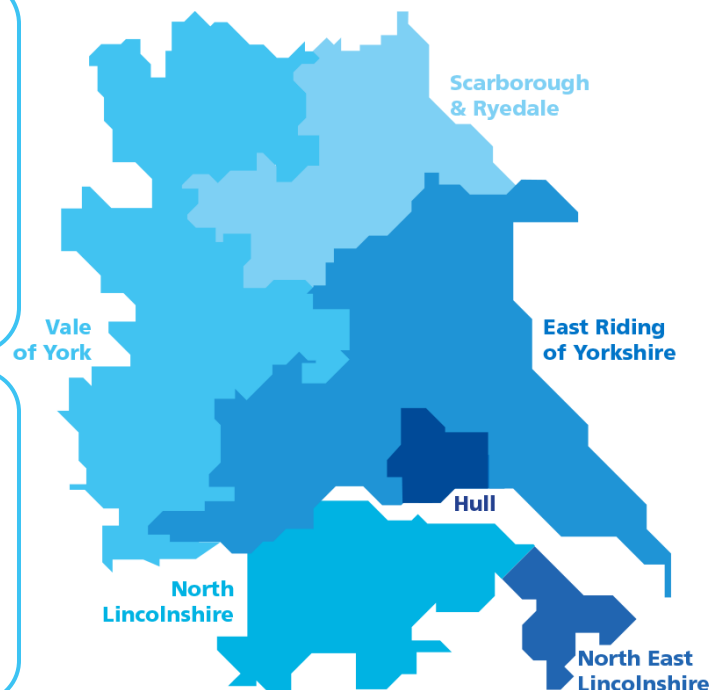
There are many things that affect a person’s health. We are working together to improve things like housing, access to jobs and the environment. We are also investing in things that help prevent people becoming unwell and supporting them to manage their own health and health conditions

Joining up health and care services

We are working together to join up different health and care services so that GPs, hospital teams, district nurses, mental health teams, social care staff and other health professionals in an area can work as one team to support peoples’ needs.

Spending our money better together

The NHS and local Councils commission (“buy”) health and social care services for an area. By working together we can spend our money once and use our different expertise to make sure we are investing in the right things for our populations.



Across Humber, Coast and Vale:

There are some areas where we can make bigger and faster improvements by working together across a larger area – we talk about this as “working **at scale**”. By working together across the whole Humber, Coast and Vale area, the health and care organisations want to make improvements in three main areas:

Clinical Priority Areas

- Cancer
- Mental Health
- Primary Care (GP services)
- Urgent and Emergency Care
- Elective (Planned) Care
- Maternity Services

Strategic Developments

- Providing the best possible hospital care within the resources available
- Commissioning at the right level to meet the needs of the population

Making the most of our resources

- People
- Buildings
- Technology
- Money

We will focus on making changes in six clinical priority areas to better meet the needs of people in our area. Some of the ambitions for improving services in these areas include:

Cancer

We want to help people to reduce their risk of developing cancer and to be able to spot the signs of cancer so we can treat more people sooner.

We want to improve access to services for all communities: e.g. putting in place a radiology network so a radiologist can read a scan remotely and patients can get a faster response.

Mental Health

We want to improve the support that is offered when people are diagnosed with dementia.

We want to make sure no one needs to go outside of our area for inpatient treatment.

We want to reduce the number of suicides in our area and are putting in place a suicide prevention strategy.

Primary Care

We want services in local communities to be much more joined-up to support people with more of their health and care needs outside of hospital.

We want to link up GP practices across an area to work together better (these are called Primary Care Networks).

We want to improve digital

Maternity

We want to ensure women have good information and can make choices about their maternity care.

We want to reduce the number of still births

We want more women to be cared for by the same midwife or team of midwives throughout their pregnancy, birth and after birth.

Unplanned Care

We want everyone to be able to get urgent advice and access to appropriate treatment 24/7 via NHS111 or online.

We want to reduce the number of people stuck in hospital who don't need to be there.

We want to improve the way we support our frail older people when they become unwell and need urgent help.

Planned Care

We want to transform hospital outpatient services to reduce unnecessary travel and improve the service offered.

We want to reduce the number of people developing Type 2 Diabetes by continuing with the National Diabetes Prevention Programme.

We want to improve waiting times for planned surgery.