

# HUMBER, COAST AND VALE HEALTH AND CARE PARTNERSHIP

## HIGH LEVEL PLAN – 2018/19

### 1. INTRODUCTION

Over the last six months members of the Humber, Coast and Vale Health and Care Partnership have been working together to agree a structured approach to collaboration at both place and system level, as we seek to deliver our collective vision of: *supporting our local communities to start well, live well and age well.*

Our vision is extremely ambitious and will not be achieved overnight. We have identified six priorities that give focus to the collaborative work that will deliver our vision and address the three gaps of health and well-being, care and quality and funding and efficiency identified in the Five Year Forward View.

The 6 Partnership priorities are:

- Supporting self-care and helping people to stay well
- Integrating and improving 'out of hospital' care
- Creating better hospital care
- Improving services in priority areas including cancer and mental health
- Deploying resources effectively – workforce, IT, buildings and equipment
- Making the most of every penny to deliver good quality local services within the funding available

The purpose of this paper is to set out the Partnership's overall approach and high level plan for 2018/19. It has been developed on the basis of a strengthened commitment to collaboration from leaders and organisations in the Partnership, with an emphasis on outcomes and pace of delivery.

### 2. 2018/19 OBJECTIVES

The Partnership has agreed a number of operational and transformational objectives for 2018/19 as follows:

- Integrating and enhancing primary, community and social care
- Increasing emphasis on prevention and supported self-care
- Continuing to develop networked models of acute service provision
- Improving performance against the cancer 62 day target
- Improving performance against the RTT 18 week target
- Continuing to improve performance against the A&E 4 hour target
- Maintaining good performance across other indicators in the STP assessment framework
- Improving financial performance relative to the current plan

In addition to the above, the Partnership will develop and agree with the new Regional Team a plan for transition to Integrated Care System (ICS) status. We anticipate being accepted as an aspirant ICS with effect from April 2019, entering the accreditation process with effect from April 2020 and achieving ICS status from April 2021.

### 3. COLLABORATIVE PROGRAMME

The Partnership has developed a collaborative programme of work covering 5 key areas:

- Place Collaboration
- Transformation in Clinical Priority Areas
- Acute Service Reviews
- Finance
- Enabling Resources

### **3.1 PLACE COLLABORATION**

The six 'places' within our Partnership continue to develop and deliver their multi-organisational local plans. These local plans focus on closer integration of health and social care **commissioning** (based on collaboration between local authorities and CCGs) and health and care service **provision** (based on closer collaboration between GPs, community health service providers, mental health providers, acute hospitals and social care providers). In addition, the place plans include an emphasis on improving the health and wellbeing of local populations by addressing the wider determinants of health, promoting prevention initiatives and providing better support for people to manage their own health and health conditions.

During 2018/19 we will:

- Expand the scope of collaborative work at local level to include oversight of service delivery and performance, finance, workforce and estates
- Strengthen place based plans in line with the above
- Develop plans for the establishment of Integrated Care Partnerships across Hull and East Yorkshire and in North East Lincolnshire, as part of our overall strategy to achieve Integrated Care System status by April 2021

### **3.2 TRANSFORMATION IN CLINICAL PRIORITY AREAS**

In addition to the work being undertaken at place level, across the Partnership, wider-scale collaborative efforts are focusing on six key clinical transformation priority areas:

- Cancer
- Mental health
- Urgent and emergency care
- Elective care
- Maternity services
- Primary care

During 2018/19:

- The Cancer Alliance will lead collaborative work in relation to improving performance against the 62 day target
- The Elective Network will lead collaborative work, through the Planned Care Boards, in relation to the Referral to Treatment 18 week target and reducing numbers of excess length of stay patients
- The Urgent and Emergency Care Network will, through A&E Delivery Boards, coordinate the development of Winter Plans and A&E performance improvement plans at sub-system level
- The Mental Health Partnership Board will oversee the development and implementation of Transforming Care service improvement plans
- The Partnership will put a structure and process in place to co-ordinate the strategic development of primary care, with increased involvement from GP Group and Federation leads

### **3.3 ACUTE SERVICE REVIEWS**

Partner organisations in the Humber and York/Scarborough areas are working together to determine how best to meet local needs for health and care services. In the context of our plans to develop and integrate out of hospital services, the two reviews are seeking to find ways to provide the best possible hospital services for our population and make the best use of the money, staff and buildings that are available to us.

During 2018/19 we will:

- Deliver the next phases of the Humber Acute Services Review at pace, in accordance with the agreed programme plan
- Agree the programme plan, resourcing and governance structure of the York/Scarborough Acute Services Review and deliver the first phases of the review, in accordance with the agreed programme plan
- Assess and quantify the potential financial implications and benefits of the two reviews

### **3.4 FINANCE**

The commissioners and the main providers of NHS services in Humber, Coast and Vale have agreed contracts and planning arrangements for 2018/19. The financial plans across Humber, Coast and Vale show an investment in out of hospital services, in accordance with Partnership objectives, and a stable financial position relative to 2017/18. However, further work is required in year to address our financial challenges, with an overall deficit of ca £122m currently forecast for 2018/19.

During 2018/19 we will:

- Put Aligned Incentive Contracts in place across the York/Scarborough sub-system and jointly develop an underpinning cost reduction plan
- Jointly agree contract arrangements and an underpinning cost reduction plan across the Northern Lincolnshire sub-system
- Continue to jointly develop service and financial plans across Hull and East Yorkshire, with a view to the sub-system returning to financial balance in 2019/20
- Jointly develop and implement plans for financial improvement that focus on 'big ticket' opportunities including the acute reviews, procurement, Right Care, GIRFT, Carter etc.

### **3.5 ENABLING RESOURCES**

To enable us to make progress in the delivery of our plans, key resourcing issues need to be addressed. Partner organisations are therefore working together at scale in relation to workforce, estates and capital investment and digital technology. We are also working together to develop our systems leadership and management capability.

During 2018/19 we will:

- Update the Partnership's overall plan, setting out clear objectives and approaches
- Refresh our Estates Strategy and Capital Investment Plan and develop our bids for Wave 4 capital funding
- Develop and agree a clear, system-wide workforce strategy that focuses on developing the existing workforce; increasing the supply; ensuring a vibrant employment environment; and building a workforce arrangement that joins up service, financial and workforce planning
- Develop and agree a clear, system-wide digital strategy that focuses on transforming care for our communities through the use of information technology to; improving access and interaction with health and care services; modernising the technology architecture to support delivery; and utilising big data to support population health management

- Commence discussions with partner organisations regarding our system structure and leadership arrangements, and the associated resourcing arrangements, in the context of our overall plan to achieve Integrated Care System status
- Establish a Systems Leadership development programme to facilitate more effective collaboration between partner organisations and delivery of our plans
- Review and agree resource and alignment requirements across our collaborative work programmes.

**Simon Pleydell**

STP Lead

July 2018

# Humber, Coast and Vale Governance

