

Humber, Coast and Vale Health and Care Partnership

Update Report

June/July 2020

The Partnership Executive Group, now known as the Partnership Board, returned to monthly meetings in July. The following report provides an overview of the issues and topics discussed at the meeting held on 8th July. It also provides a brief overview of recent developments from across the Partnership and highlights some examples of the ways in which the HCV Partnership is supporting the response to Covid-19 across our region as well as planning for the future.

A full list of our priorities and further information about the work of the Partnership can be found on our website at www.humbercoastandvale.org.uk.

Partnership Board Overview

Partnership Chair's Report

The Independent Chair gave an update on developments from across the Partnership over the past month and led discussions on several hot topics and issues facing the Partnership. This included updates on:

- The development of system-wide plans for the latest phase in the collective response to Covid-19 (see update on Phase 3 Planning below);
- Winter flu planning arrangements, which highlighted the need for partners to work together at pace to ensure the system can meet the demands of an anticipated expansion of the flu vaccination programme across HCV. A Humber, Coast and Vale ICS Flu Board will now be established to provide oversight and governance for delivery of the annual seasonal flu plan for 2020/21 and support coordination amongst partners;
- A [recent paper](#) from the Local Government Association (LGA) setting out opportunities and challenges for local government in relation to post-Covid recovery.
- The future role of Integrated Care Systems (ICSs) in the health and care landscape and the implications for future governance of the HCV Partnership (ICS). The Chair referenced a [recent survey](#) undertaken by the NHS Confederation of system leaders across England on the future of 'System by Default' to ensure all partners were aware of ongoing discussions at a national level about the future role of ICSs.

Partnership Operating Arrangements

The Partnership gained Integrated Care System (ICS) status in April 2020, a year ahead of the requirement set out in the NHS Long Term Plan. As part of securing ICS status it was agreed that the Partnership would confirm the operating arrangements, which partners had begun to explore through their participation in the ICS Accelerator Programme during late 2019 and early 2020. Building on the experiences of working together to respond to Covid-19, the outcomes from the



accelerator programme and following extensive engagement with executive and non-executive leaders from partner organisations across all sectors, a final set of operating arrangements for the Partnership were developed and presented to the Partnership Board.

The new operating arrangements for the Partnership were confirmed by the Board as well as the strategic objectives for the remainder of this financial year. The Board also agreed to undertake a series of further steps, which include refreshing the Partnership Governance Handbook, reviewing existing groups, forums and meetings to ensure they operate effectively within the new arrangements and developing and agreeing a Memorandum of Understanding for the Partnership. Further details of the Partnership's [shared operating arrangements](#), [leadership arrangements](#) and [strategic objectives for 2020/21](#) are available on the [Partnership website](#).

Harrogate Memorandum of Understanding

In April 2020, Harrogate and Rural District (HaRD), Hambleton, Richmond and Whitby and Scarborough and Ryedale CCGs merged to form the North Yorkshire CCG. NHS England and Improvement guidance requires that a CCG should sit in one STP/ICS for purposes of financial planning, operational and strategic planning and reporting.

Recognising that HaRD CCG and Harrogate District NHS Foundation Trust have been members of the West Yorkshire and Harrogate Health and Care Partnership since it was established in 2016 and will still have significant patient flows into West Yorkshire, a memorandum of understanding was produced to provide clarity to the two organisations and the two ICSs. The MOU describes the involvement of Harrogate and District NHS Foundation Trust and NHS North Yorkshire Clinical Commissioning Group in networks, systems and processes in the Humber, Coast and Vale Health and Care Partnership and West Yorkshire and Harrogate Health and Care Partnership.

As referenced above, a Memorandum of Understanding for the Partnership as a whole will be developed over the coming months, in line with the new operating arrangements that were agreed at the Partnership Board.

Digital “Fast Forward” Plan

The Partnership Board discussed the Digital Fast Forward Plan that is being developed through the Partnership's Digital Board. The Digital Fast Forward Plan sets out an ambitious vision for the Partnership and seeks to capitalise on the significant progress that has been made over the past three months in implementing new digital solutions and improved collaborative working in the digital arena. The work that has been undertaken by the Digital Board documents hundreds of digital innovations that have made a difference during the Covid-19 pandemic, such as, for example, the deployment of more than [500 tablet devices into care homes](#) across Humber, Coast and Vale to enable residents to stay connected to their GP and other health and care services. The strategy also demonstrates the tremendous pace and significant impact of change that has been brought about through the implementation of digital technology backed by strong collaborative working across Humber, Coast and Vale. The Partnership Board confirmed its commitment to embedding effective digital solutions across Humber, Coast and Vale to improve

access and experience for staff and patients and support improvements to health and wellbeing for citizens across our region.

Other news from the Partnership

Capturing and Evaluating Transformation

At the height of the pandemic, a large number of rapid changes and service improvements were made to ensure our staff could continue to deliver quality health and care services in a safe manner during these difficult times. In order to ensure partners are learning from the changes made to embed the positive aspects and understand/mitigate any negative impacts, the Partnership is undertaking a programme to capture and evaluate transformation undertaken in response to Covid-19.

More than 330 examples of changes and transformations across Humber, Coast and Vale were identified through the initial request for information. There were recurring themes within the submissions, including increased use of digital solutions, changes to how services are accessed (e.g. implementation of new triage systems and increased use of advice and guidance), supporting community and social care services in different ways and a focus on the workforce, including supporting their health and wellbeing. A number of enabling factors that were common across many of the changes were identified. These included the role of effective communication, collaborative working, embracing technology, agility of decision-making/removing bureaucracy and changes in behaviour and attitudes.

The Partnership is working closely with the Yorkshire & Humber Academic Health Science Network (YHAHSN) to evaluate the service improvements and changes to provide greater detail on the difference they have made.

Mental Health Programme Update

The Humber, Coast and Vale mental health programme has supported the development of a specialist bereavement service to support local people who have been bereaved by suicide across the Humber area. The new service, which officially launched in May 2020, is being delivered in partnership with local mental health charities Hull and East Yorkshire Mind and North East Lincolnshire Mind. It offers free emotional and practical support to individuals who have lost someone to suicide.

The introduction of the suicide bereavement service in the Humber area means there is now suicide bereavement support in all areas of Humber, Coast and Vale – with a similar service already established in North Yorkshire. This new service is a key part of the Partnership's broader suicide prevention strategy, which aims to reduce the stigma attached to talking about suicide, to support those affected or bereaved by suicide and to promote suicide safer communities across Humber, Coast and Vale.

Responding to Covid-19

In responding to Covid-19 within Humber, Coast and Vale, we have continued to use the strength of the Partnership to support organisations to work together for the benefit of our staff, patients and communities. This has included establishing a number of working groups to provide collective leadership on key issues such as PPE and procurement, testing and digital transformation, as well as meeting regularly through forums such as the Strategic Health Coordination Group and the Clinical and Professional Leaders' Group to share good ideas and tackle problems and challenges together.

Testing

The HCV Testing Steering Group was established in April to provide strategic leadership and oversight across all aspects of our local testing strategy. The group is chaired by our Partnership Clinical Lead Dr Nigel Wells and sponsored by Phil Mettam who has taken on the role of Chief Executive Lead for testing for HCV. Since its establishment, the group has provided a mechanism through which testing activity across the different pillars of the [Government's Testing Strategy](#) can be coordinated as well as providing a forum through which difficult issues can be tackled collectively.

Within each of six 'places' that make up Humber, Coast and Vale, an Outbreak Management Board has been established to oversee Outbreak Management Plans at a Local Authority level. The HCV Testing Steering Group provides a mechanism to coordinate between Local Authorities and NHS partners to ensure all organisations can respond effectively to outbreaks should they arise.

Phase 3 Planning

The initial phase of responding to Covid-19 involved partner organisations taking action in a number of areas to ensure the immediate support our communities needed was available, whether that be critical care capacity within our acute hospitals or community support for those isolating at home. This work was undertaken rapidly and by working together across organisations and across sectors.

Organisations across Humber, Coast and Vale are now collectively planning the next phase of the system's response to the pandemic, which is focused on building capacity back up within organisations as well as preparing for potential future spikes of Covid-19 transmission within local communities. The continued presence of Covid-19 and measures to control its spread, including strict infection and prevention control procedures, will continue to constrain the ability of partner organisations to increase their activity levels over the coming months.

System-wide plans are continuing to be developed and refined, working through the two geographical partnerships (Humber and North Yorkshire & York) to ensure the most effective use of all available capacity within the health and care system and identify the most appropriate ways to meet the health and care needs of the population.