

Humber, Coast and Vale Health and Care Partnership

Update Report

August and September 2020

The following report provides an overview of the issues and topics discussed at the Partnership Board (formerly the Executive Group) meetings held on 12th August and 9th September and recent developments from across the Partnership.

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

Covid-19 – Phase 3 Planning

As mentioned in the July 2020 Partnership update, system-wide plans were being developed and refined, working through the two geographical partnerships (Humber and North Yorkshire & York). System-wide plans seek to ensure that all available capacity within the health and care system is utilised effectively and all partners are working together to meet the health and care needs of the population, within the restrictions posed by Covid-19.

The Partnership-wide Phase 3 plan seeks to address the [priorities and expectations set out by NHS England and Improvement](#) on 31st July, which include:

- Accelerating **the return to near-normal levels of non-Covid health services**, making full use of the capacity available in the ‘window of opportunity’ between now and winter
- **Preparation for winter demand pressures**, alongside continuing vigilance in the light of further **probable Covid spikes** locally and possibly nationally.
- Doing the above in a way that takes account of lessons learned during the first Covid peak; **locks in beneficial changes**; and explicitly tackles fundamental challenges including: **support for our staff**, and action **on inequalities and prevention**

At the Partnership Board meeting in August the Chief Executive leads for each aspect of the guidance provided an overview of the requirements, the current Partnership position, concerns and risks to delivering the requirements.

During August and the early part of September the two geographical partnerships have been responding to the guidance and refining the plans they had developed towards delivering the requirements. The main focus of the work has been on how we return to near normal levels of health service particularly within our hospitals; whilst ensuring we have appropriate surge plans in place to enable us to respond to further spikes in Covid cases.

In parallel, the Partnership’s Clinical and Professional’s Group, chaired by Clinical Lead Dr Nigel Wells, has worked collaboratively to agree a set of [system-wide principles and a shared approach to clinical priorities](#) to support the implementation of Phase 3 plans across Humber, Coast and



Vale. The principles and associated action plan seeks to ensure all partners are working together to meet the health and care needs of our population within the continued restrictions put on the system by Covid-19.

Understanding our response to Covid-19

When faced with rapid increase in Covid-19 cases and restrictions that were put in place to stop the spread of the virus, health and care teams across the region worked rapidly to make changes to the way they deliver services in order to keep patients and staff safe. Many of these changes were captured and evaluated as part of a review undertaken by the Partnership in collaboration with the Yorkshire & Humber Academic Health Science Network (AHSN).

The report provides many examples of innovative solutions devised by health and care teams across the region to support the needs of patients and local communities in a safe way during the initial phase of the Covid-19 pandemic. It also provides analysis of the changes to help health and care organisations to improve the way they provide services both now and in the longer term. A range of case studies and details of changes made and how organisations, teams and partners can learn from them are available on the [Partnership website](#).

Inclusivity focus on Black, Asian and Minority Ethnic communities

“The death of George Floyd has ignited a call for the end to racism and injustice across the world. If it is to be more than just a call, we have to look at ourselves, not at others. We are all part of the solution to end this. It is no longer good enough for us to be neutral in this.”

This was a strong reminder of the message that Steve Russell, Chief Executive of Harrogate and Rural District NHS Foundation Trust, gave as he provided the Partnership Board with an update on the first Humber, Coast and Vale Black, Asian and Minority Ethnic Network meeting that took place on 27th August. From the first network meeting there were a number of emerging themes, which have been taken forward into a suggested set of actions:

- Developing a HCV work plan for feedback and comments from existing BAME Networks;
- Creating the HCV BAME Network of Networks with clear membership and governance that provides safe spaces for psychological safety and encourages greater inclusivity;
- Developing other areas of support and governance such as an allyship group to gain executive sponsorship, buy-in to the agreed work plan and our ambitions;
- Developing active allyship with non-BAME colleagues and allyship training;
- NED and Trustee recruitment campaign to encourage greater representation;
- Communication across the partnerships on actions and progress.

Partnership Operating Arrangements

The new operating arrangements for the Partnership were confirmed by the Partnership Board at their meeting in July 2020. Further details of the Partnership’s [shared operating arrangements](#), [leadership arrangements](#) and [strategic objectives for 2020/21](#) are available on the [Partnership website](#). The Board agreed to undertake a series of further steps, which included reviewing existing groups, forums and meetings to ensure they operate effectively within the new

arrangements. The following changes and new arrangements were confirmed at the September Board meeting.

Chairs and Members' Advisory Board

The Chairs and Members' Advisory Board provides the Chairs of each of the partner organisations and nominated local council Elected Members with the formal arrangement to influence and maintain oversight of the Partnership strategic direction and transformation and provide assurance and feedback to the statutory organisations within the Partnership.

The key functions of the Chairs and Members' Advisory Board include:

- to proactively horizon-scan based on the collective knowledge of its members;
- to consider new priorities and activities that will successfully guide the strategic direction taken by the Partnership;
- to provide different perspectives and healthy challenge to key agendas as they arise;
- to support and test the collective thinking with regards to the design and delivery of the strategies and plans;
- to meet its objectives on behalf of the population and promote understanding amongst partners of the democratic process and local intelligence.

Partnership Collaborative Arrangements

The Partnership's shared operating arrangements also set out that a number of sector-specific collaborative arrangements would be established covering Community Health and Care, Acute and Mental Health.

The collaborative arrangements will be a formal part of the Partnership's shared operating arrangements and are intended to add value by leading programmes of work across the Partnership relevant to their sector, providing expert advice and support to our places, geographic partnerships and partnership-wide plans and activities.

At the Partnership Board the following collaborative arrangements were confirmed:

Community health and care collaborative – The diverse range of organisations covering local councils, community interest companies, NHS providers and voluntary and community sector providers in Humber, Coast and Vale come together in this collaborative to ensure that community health and care services are at the centre of our health and care system at each level, ensuring the sector has an equal and representative voice. With a focus on improving the health and care outcomes for our population, the Community Health and Care Collaborative will plan and lead the development of sustainable, capable and integrated end-to-end health and care pathways.

The focus of the collaborative will be on areas such as:

- discharge to assess model(s),
- community/enhanced rehabilitation,
- long term conditions (e.g. diabetes, respiratory),
- non-emergency urgent care (including UTC improvement),

- frailty,
- wound care,
- end of life, and
- the development of community capacity and demand.

Acute collaborative - The four acute hospital trusts (Harrogate and District NHS Foundation Trust, Hull University Teaching Hospitals NHS Trust, North Lincolnshire and Goole NHS Foundation Trust and York Teaching Hospital NHS Trust Foundation Trust) in Humber, Coast and Vale will work in partnership to secure high quality and sustainable hospital services that meet the needs of the population, wherever they live within the geographical area served. In doing so, the partners commit to working across organisational boundaries, sharing resources and harmonising ways of working where it serves the best interests of patients.

The focus of the collaborative will be on areas such as:

- Covid-19 response/recovery planning,
- identifying and implementing ways of working together that deliver an optimal response,
- providing mutual support,
- maximising the opportunity to recover elective activity and improve patient access and outcomes,
- digital interoperability,
- Clinical Networks (such as Critical Care, Major Trauma),
- efficiency in areas such as procurement and back office services, and
- Partnership collaborative programmes (including Cancer, Elective, Urgent and Emergency Care and Local Maternity System).

Mental health, learning disabilities and autism Executive Leadership - The organisations providing mental health, learning disability and autism services in Humber, Coast and Vale will work together to develop, agree and oversee the delivery of strategic priorities, to share best practice and develop standard operating models and pathways to achieve better outcomes for people in Humber, Coast and Vale and ensure sustainable services into the future.

The focus of the collaborative will be on:

- providing the strategic direction to the Mental Health and Learning Disabilities agenda across Humber, Coast and Vale,
- ensuring long term plan priorities and trajectories are delivered, and
- ensuring plans are in place that will deliver sustainability of mental health and learning disabilities services, including the workforce.

The Partnership Operating Arrangements recognise the need to work closely with **Primary Care Networks (PCNs)** as a provider sector. Consideration is being given to the most effective way to achieve an effective HCV-wide arrangement for engagement with PCNs, aligned with Place and the geographical partnerships.

Partnership Oversight and Assurance

Oversight and assurance arrangements for the Partnership were first established in November 2019 as part of the development towards securing integrated care system (ICS) status. In light of the changing national context and the refreshed Partnership Operating Arrangements agreed in July 2020, a revised approach to oversight and assurance across the Partnership was agreed by the Partnership Board. This approach consists of two complementary elements, as follows:

1. **Core Partnership Oversight and Assurance** - This will consist of a small group of executive leaders meeting four times per year to focus assurance on the geographical partnerships and key programmes in delivering the Partnership priorities. The meeting will have a focus on strategic and operational priorities, key risks, barriers and constraints.
2. **Place-Based Assurance** – This will be a broad group of partners based on a ‘Place’ (LA/CCG boundaries) with each place meeting twice per year. These meetings will cover a range of issues, with an underlying focus on Place, integration and transformation, with collective determination and an underlying emphasis on population health needs and how organisations are working together to address them