

Calderdale MBC

Wards Affected: All

Calderdale Health and Wellbeing Board

Date: 20 June 2019

Subject: Calderdale Cares – Update

1. Purpose of Report

The purpose of this report is to provide an update on the continued development and delivery of Calderdale Cares

2. Recommendations

Members are asked to:

- (a) Note the update provided
- (b) Provide any views or comments which need to take into account as the work progresses.

3. Summary of Progress – Quarter 1/Quarter 2 – 2019/20

The attached document (Appendix A), provides an overview of activities undertaken in Quarter 4 and plans for Quarter 1 against the 14 elements of the programme;

- 1. Strategy (Well-being Strategy)
- 2. Delivery (establishment of the HWB Partnership Delivery Group)
- 3. Localities (including development of new Primary Care Networks)
- 4. Integrated Community Health Services (Care Closer to Home)
- 5. Integrated Commissioning (ICE update)
- 6. Communication Plan
- 7. Engagement Plan
- 8. Organisational Development activities
- 9. Workforce activities
- 10. Estate
- 11. Digitisation
- 12. Population Health Management
- 13. Quality Assurance
- 14. Governance and Risk

4. Strategic Development

A draft of the Calderdale Well-being Strategy has been developed and its content is currently being tested with local organisations to enable the first draft to be presented to the Health and Wellbeing Board's informal meeting on 12 June 2019.

A formal update on the Strategy is included on the agenda for this meeting.

The Introduction to the Strategy confirms the importance of the Wellbeing Strategy and Inclusive Economy Strategy as two key strands of our place-based vision for Calderdale, building on delivery of Vision 2024.

The structure of the Strategy focuses on a life-course; starting well, developing well, living and working well and aging well.

The HWB will be asked to confirm next steps in developing the strategy, communication and engagement.

5. Integrated Commissioning

The Integrated Commissioning Executive (ICE) meets monthly, and the Highlight Report for May is attached for the Board's Consideration

At its meeting in June 2019, ICE will focus on the following topics:

- Delivery of recommendations from the Integrated Commissioning for Better Outcomes Peer Challenge which took place in May 2018.
- Update on Care Closer to Home
- Development of a Joint Commissioning Strategy
- Update on Calderdale Cares
- Discussion on the Better Care Fund

6. Conclusions

Progress is being made in a number of key areas. It is recommended that the HWB:

- a) Note the update provided
- b) Provide any views or comments which need to take into account as the work progresses.

For further information on this report, contact:

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Further reading

Calderdale Cares: Moving Forward on Health & Social Care, Robin Tuddenham, Chief Executive, Calderdale Council, December 2017.

Calderdale Cares Update to June Health & Wellbeing Board 2019

Focus	Progress Q1	Plan Q2	Leads/Governance
1.Strategy	<ul style="list-style-type: none"> Wellbeing Strategy in draft Aligned to Vision 2024 and Inclusive Economy Strategy Includes principles for alignment between strategy and PCNs. Engagement timeline for stakeholders developed Presentation to formal HWB in June 	<ul style="list-style-type: none"> Complete any further engagement agreed by HWB Prepare communications plan Develop Year 1 Improvement Plan for implementation 	<p>Leads; Debbie Graham, Paul Butcher, Mike Lodge, Cllr Swift</p> <ul style="list-style-type: none"> HWB Board HWB Partnership Delivery Group
2.Delivery	<ul style="list-style-type: none"> Calderdale Officers Group - now the HWB Delivery Group Remit; oversight of Calderdale Cares as a programme, reference group for development of the HWB Strategy and other Calderdale Cares products. First meeting June to sign-off terms of reference 	<ul style="list-style-type: none"> Develop Year 1 Improvement Plan for implementation of new Well-being Strategy Agree programme approach for Calderdale Cares 	<p>Leads: Debbie Graham, Paul Butcher, Mike Lodge</p> <ul style="list-style-type: none"> HWB Health Leaders HWB Partnership Delivery Group
3.Localities	<ul style="list-style-type: none"> Establishment application for each PCN made to CCG (leadership, practices, population, boundaries). Approval May, in place 1 July PCN boundaries overlap but 5 locality boundaries remain. First assessment of PCNs against maturity matrix completed – more work 	<ul style="list-style-type: none"> Develop support packages based on maturity self-assessment System partners encourage to confirm leadership into each locality. Focus for PCNs: Network governance, Data sharing, 	<p>Leads; Debbie Robinson, Mike Lodge (Caron Walker for Social Prescribing)</p> <ul style="list-style-type: none"> Integrated Community Improvement Group HWB

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	<p>to do on system support</p> <ul style="list-style-type: none"> Principles for PCN role in delivery of Calderdale strategic vision set out in draft in Wellbeing Strategy System social prescribing offer in draft – further work to do on options Alignment of elected members into localities in June 	<p>Leadership Development, Legal support (particularly relating to employment and HR issues), Financial advice (shared accounts and shared liabilities), Organisational Development, Induction Process and Programme for clinical Directors</p> <ul style="list-style-type: none"> Managing change: employment of shared Social Prescribing Link workers and Clinical Pharmacists, Shared network delivery models for the Extended Hours DES (in place of individual practice provision and separate to the Extended Access Service), Preparation for the seven national service specifications from 2020/21 	<ul style="list-style-type: none"> HWB Partnership Delivery Group
	<p>North Halifax</p> <ul style="list-style-type: none"> Clinical Director agreed Dr Geetha Chandrasekaran (Plane Trees Surgery) Community Wellbeing Partnership meeting monthly 	<ul style="list-style-type: none"> To establish ways of working and priorities 	<p>Leads: Dr Geetha Geetha Chandrasekaran</p> <p>Governance tbc</p>
	<p>Central Halifax:</p> <ul style="list-style-type: none"> Clinical Director agreed Dr Nadeem Akhtar (Spring Hall) Helen Davies/Alison Haskins to continue 	<ul style="list-style-type: none"> To establish ways of working and priorities 	<p>Leads: Dr Nadeem Akhtar, Alison Haskins Dr Helen Davies, Cllr Swift, Mike Lodge, Debbie Graham</p>

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	to co-chair Wellbeing Hub		Governance tbc
	South: (Calder and Ryburn PCN) <ul style="list-style-type: none"> Clinical Director agreed Dr Fawad Azam (Stainland Road Medical Centre) 	<ul style="list-style-type: none"> To establish ways of working and priorities 	Dr Fawaad Azam Governance tbc
	Lower Valley: <ul style="list-style-type: none"> Clinical Director agreed Dr Alex Ross, (Northolme Surgery) 	<ul style="list-style-type: none"> To establish ways of working and priorities 	Dr Alex Ross Governance tbc
	Upper Valley: <ul style="list-style-type: none"> Clinical Director agreed Dr Nigel Taylor (Hebden Bridge) – Upper Calder Valley 	<ul style="list-style-type: none"> To establish ways of working and priorities 	Dr Nigel Taylor Governance tbc
4.Integrated Commissioning	<ul style="list-style-type: none"> Well-being and Inclusive Economy Strategies presented to ICE as strategic context for work May meeting focused on budget setting, BCF iBCF Funding Agreement on need for progress on development of Integrated Commissioning Strategy at pace Continued planning for System CQC visit – potentially September 	<ul style="list-style-type: none"> Draft of Integrated Commissioning Strategy First draft of Joint Market Development Strategy Continue to prep for system CQC Focus on; GTC+, Joint equipment store work. 	Leads; Dr Steven Cleasby, Cllr Metcalfe, Iain Baines, Debbie Graham <ul style="list-style-type: none"> ICE ICE Ops Group HWB
5.Integrated Community Health Provision (CC2H)	<ul style="list-style-type: none"> Integrated Improvement Board in Place to drive work forward – agreement on early priorities (inc social prescribing) Prospectus formally published Work focused on alliance governance 	<ul style="list-style-type: none"> Agreement on scope of programme with partners Agreement on timeline Develop formal governance arrangements in order to 	Leads; Debbie Robinson, Neil Smurthwaite, Rhona Radley, Dr Helen Davies. <ul style="list-style-type: none"> Integrated Community

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	<ul style="list-style-type: none"> arrangements and ways of working • Programme infrastructure in development • Leadership and capacity agreed 	establish alliance arrangements with the partnership	<ul style="list-style-type: none"> Improvement Group • HWB Partnership Delivery Group
6.Communications	<ul style="list-style-type: none"> • Draft communications plan in development .(CCG/CMBC initially) • Communications approach/support to localities on press releases and press requests developed 	<ul style="list-style-type: none"> • Finalise Engagement Strategy • Communication advice circulated to Clinical Directors and Hub members as appropriate 	Leads; Lucy Bradwell, Simon Lightwood, <ul style="list-style-type: none"> • HWB Partnership Delivery Group
7.Engagement	<ul style="list-style-type: none"> • Draft Engagement Plan developed • Dialogue with local organisations 	<ul style="list-style-type: none"> • Finalise Engagement Strategy • Agree link to OD plans 	Leads: Dawn Pearson, Zohrah Zancudi <ul style="list-style-type: none"> • HWB Partnership Delivery Group
8.Organisational Development	<ul style="list-style-type: none"> • OD leadership work (FS) moving forward; 2 dates planned • PCN first self-assessment against Maturity tool completed 	<ul style="list-style-type: none"> • First workshop planned for July • Programme of support for PCNs to be developed 	Leads: Jackie Addison, Becky Drury, Ruth Mason and Jason Eddleston and Andrew Cribbs, Debbie Robinson <ul style="list-style-type: none"> • HWB Partnership Delivery Group • Joint CCG/CMBC SLT
9.Workforce	<ul style="list-style-type: none"> • Workforce stocktake being undertaken • Range of primary care activities (leadership, mentoring, training) • Care 21 pilot commenced 	<ul style="list-style-type: none"> • Map priorities from individual organisations workforce strategies • Agreement on Calderdale 	Leads: Penny Woodhead, Jackie Addison, Becky Drury

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	<ul style="list-style-type: none"> • Future Leaders programme commenced • Submission of LWAB bid for time-limited capacity to support system work 	<ul style="list-style-type: none"> • priorities and governance • Source leadership capacity (dependent upon LWAB decision on funding) 	<ul style="list-style-type: none"> • HWB Partnership Delivery Group • Joint CCG/CMBC SLT
10.Estate	<ul style="list-style-type: none"> • Joint meeting held • Agreement needed on next steps 	<ul style="list-style-type: none"> • Agreement on a joint approach 	<p>Leads; to be confirmed •</p> <ul style="list-style-type: none"> • HWB Partnership Delivery Group • Joint CCG/CMBC SLT
11.Digitisation	<ul style="list-style-type: none"> • Digitisation story being developed to support system working • Group established to generate a system view of development of integrated digital platform to support; social prescribing, GTC+ and community services model. • Narrative being developed for system CQC visit 	<ul style="list-style-type: none"> • Agreement on digital narrative for system. • Agreement on approach to development of digital platform. 	<p>Leads; Neil Smurthwaite, Zohrah Zancudi, Mandy Griffin, Ged Taylor</p> <ul style="list-style-type: none"> • HWB Partnership Delivery Group • System CQC Group
12. Population Health Management	<ul style="list-style-type: none"> • Group and leadership agreed for Population Health Management • Work progressing – May focus is IG and data sharing. • PHM work done at individual patient level to support generation of new community system offers 	<ul style="list-style-type: none"> • Group to continue to progress on delivery of national 'flat-pack'. • Individual patient work to continue; focused on high intensity service users. 	<p>Leads: Neil Smurthwaite, Ben Leaman</p> <ul style="list-style-type: none"> • Population Health Management Group • Joint CCG/CMBC SLT

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13. Quality Assurance	<ul style="list-style-type: none"> Approach to integrated Quality Assurance Framework in development to support transformation 	<ul style="list-style-type: none"> Approach discussed and agreed. Implementation plans established 	<p>Leads: Penny Woodhead, Iain Baines</p> <ul style="list-style-type: none"> ICE Joint CCG/CMBC SLT
14. Governance and Risk	<ul style="list-style-type: none"> Approach and options for strengthening integrated governance discussed at ICE. Coming back July. First view of joint assurance framework for integrated commissioning developed, next steps dependent upon the work to confirm the future approach to integrated commissioning and governance Work with partners on development of approach for new community alliance 	<ul style="list-style-type: none"> Recommendations on governance to HWB to consider once completed ICE to develop risk register for its activities Approach to governance for community appliance to be shared once agreed 	<p>Leads; Judith Salter, Ian Hughes</p> <ul style="list-style-type: none"> ICE HWB Partnership Delivery Group Joint CCG/CMBC SLT

ICE Highlight Report	Date	09.05.19
	Author	EA

1. Welcome and Declarations of Interest

Subject:	Integrated Commissioning Executive Update – May 2019
Author:	Emily Addison, PA
Chair:	Dr Steven Cleasby

- The Chair welcomed members to the meeting
- The Chair declared an interest in the item relating to the New GP Contract and Primary Care Networks and this was captured in the notes

2. ICE Highlight Report – April 2019 meeting; key highlights

- Agreed as a correct record
- Action Log considered and updated
- No other actions

3. Integrated Commissioning

(a) Wellbeing Strategy

DG and BL Presented the first view of the Well-being Strategy

- Stakeholder engagement taking place in May and June 2019. In Mid-June the engagement feedback will be pulled together and a final version will be presented to the formal Health and Well Being Board for sign off.
- The strategy is aligned with the Inclusive Economy Strategy and Vision 2024; Indicators will be aligned and agreed further in coming months;
- The Health Leaders Group has been sighted and they are comfortable with the approach
- Will include the end of life agenda as part of 'Aging Well' element
- Amendments were suggested to the final section highlighting the important role of localities and Primary Care Networks in delivering the strategy and our expectations to use data (population health management) to inform priorities
- Members highlighted the importance of drawing out that the focus on both physical and mental wellbeing.

Action: The board was supportive of the content and structure of the strategy

Action: Recommended that should have a small number of indications which are common across the two strategies.

(b) Inclusive Economy Strategy

Karen Lythe Presented the Calderdale Inclusive Economy Strategy

- The IES Strategy has been created to be all inclusive and all-encompassing strategy, with a focus on the Calderdale economy which benefits a wide range of people
- There is an emphasis around joining together Health, Economy and Sustainability, tying together the work and setting the context for integrated commissioning
- Members felt that we needed to link the narrative in the strategy to infrastructure development, roads etc.
- ICE is supportive of the Strategy and work will continue in aligning the targets from both strategies
- The view from the H&WBB of ICE's role in the delivery of targets will be shared after the July H&WBB

Action; Alignment between the two strategies to be clear in any narrative, including alignment of indicators

(c) New GP Contract and Primary Care Networks

Debbie Graham delivered a presentation on the new GP Contract and Primary Care Networks

- Members recognised the fit between PCNs and localities, and the on-going importance of locality collaboration to deliver the aims of Calderdale Cares.
- Submissions from PCNs are considered in May, with a go live date for the PCN and Clinical Directors of 1 July

Action: Slide set to be shared with members - EA

4. Finance

(a) Current Financial Position and Alignment with Strategic Direction

- Discussion took place on the need to ensure that our local financial strategies enabled the delivery of the strategic intent captured in the Wellbeing and Inclusive Economy Strategies.
- There was recognition that we need to have further visibility of organisational decision making so that we could reduce unintended consequences for providers.
- Members recognised the need to invest in left shift change; prevention, early intervention and self-care, and the importance of a Joint Commissioning Strategy as the vehicle to drive forward our principles.

Action: DG/IB to bring a draft a commissioning strategy to the July ICE meeting

(b) BCF/iBCF Funding

Janet Green and Lesley Stokey presented the three BCF/iBCF funding documents. It was recognised that:

- The proposals for spend should be presented fully to the ICE Ops Group in May so that the implications can be fully understood and articulated
- There were a number of pressures for any underspend which related to the tapering of the iBCF fund this year and next year.
- The report should confirm the funding proposals for Gateway to Care development.
- The context for the proposals should be articulated, including the background associated with use of the precept to off-set any pressures.

Action: JG and LS to return to ICE in June for a decision on ICE Ops recommendation relating to iBCF and BCF spend proposals

5. Routine Highlight Reports

(a) ICE Operational Group 16.04.2019

- Members received the minutes with no issues arising

(b) Integrated Commissioning Board 10.04.2019

- Members received the minutes with no issues arising

(c) Finance & Performance Committee Contracting, Performance, Finance Report (25.04.2019)

- Members received the minutes with no issues arising
- It was highlighted that the Posture and Mobility procurement is ongoing and will go to Governing Board next month

(d) Calderdale Health & Care Leaders (13.02.19)

- Members received the minutes with no issues arising

6. AOB

- (a) CETRs For Children: The CCG are looking for support from CMBC for Chairing CETRs for Children. This would maximise the opportunities to use social work staff who are trained in CETRs to be part of a place-based pool to support new and existing CETRs and reviews.

Action: IB/DG to agree next steps

- (b) Bob Metcalf provided details on the Living Well Session in Calderdale in 26th June and asked for GP input if possible

Action: EA to share the details with CDF members

7. Date and Time of Next Meeting

Thursday 6th June 2019, Room B, Town Hall

Present

Dr Steven Cleasby, Calderdale Clinical Commissioning Group – Chair
Debbie Graham, Calderdale Clinical Commissioning Group
Debbie Robinson, Calderdale Clinical Commissioning Group
Neil Smurthwaite, Calderdale Clinical Commissioning Group
Lesley Stokey, Calderdale Clinical Commissioning Group
Martin Pursey, Calderdale Clinical Commissioning Group
Nigel Broadbent, Calderdale Council
Julie Killey, Calderdale Council
Ben Leaman, Calderdale Council
Karen Lythe, Calderdale Council
Iain Baines, Calderdale Council
Councillor Bob Metcalfe, Calderdale Council

Apologies:

Judith Salter, Calderdale Clinical Commissioning Group
Penny Woodhead, Calderdale Clinical Commissioning Group
Martin Pursey, Calderdale Clinical Commissioning group

In Attendance:

Emily Addison, Calderdale Clinical Commissioning Group - Minutes

Presenters:

Janet Green, Calderdale Council