

Friday, 13 January 2017

Hello my name is Rob, and welcome to the STP update for this week.

We are working in the most difficult and challenging environment for a generation. This is clear from the operational reality we see every day, the financial situation in many organisations and the breadth of strategic change that is ahead. Our collective leadership and the principles on which the STP was founded have never been more important. Only by working together in the system will we succeed in delivering sustainable services. The national noise on this in the media, the set piece sessions at the Select Committee and the political machinations of this government are all fascinating too. But they are outside our control and must not deflect us from the course we are set on or from the progress made.

Perhaps the biggest symbol of progress this week was the presentation by West Yorkshire Acute Association of Trusts (WYAAT) lead Julian Hartley on the A&E performance in West Yorkshire and Harrogate. This was an excellent session that gave insights into the reality of the last fortnight. Traditionally, we may expect an acute trust CEO to spend time talking about staff, beds and money on the hospital. Julian talked about the 600 plus nursing and care home beds out of the system. He talked about social care and flow into community services. And he talked about how we work together to manage this issue across the NHS and with social care. For anyone who has been in and around the system, this is not the norm and is a reflection of our increasing focus on system leadership.

What's been happening this week?

Thanks to everyone who came to the **Leadership Day on Tuesday**. It was a really good set of discussions, covering a range of issues as broad as clinical standards for stroke, future collaborative commissioning arrangements, lessons learned from the Airedale Vanguard, and how we work together to manage pressures over winter.

As part of the Leadership Day, the **Smaller Steering Group** (whose purpose is to oversee the transition to new capacity and infrastructure arrangements) met for the first time. The focus of the meeting was to discuss the development of a West Yorkshire and Harrogate strategic commissioning function, which will ultimately be owned by the six local places and delivered by a collaborative committee.

The group agreed to further develop the proposals, which would include a description of the necessary capacity, assurance functions and leadership behaviours required, at the next Leadership Day in February.

The CCG Collaborative forum discussed **standardisation of commissioning policies**, led by [Amanda Bloor](#) and Brian Collier, Programme Director. The group agreed a work programme covering health optimisation, clinical thresholds and policies, appropriate follow-up ratios and prescribing. All CCGs are working through these issues, and there is real value in doing the work once together – pooling our knowledge and expertise and ensuring that we have consistent conversations with the public. We also need to engage with people to make sure any changes made don't impact on our most vulnerable communities. Healthwatch will be supporting us with this work.

[Andy Withers](#) and Linda Driver, Programme Lead, gave an update on the **stroke** work and the strategic case for change. The Clinical Senate will be asked to look at this as part 2 of the NHS England assurance process. We will be sharing information with colleagues next week for staff communications and our public engagement work will start on 1 February for 6 weeks. This is also being supported by Healthwatch. Pre-consultation and consultation will follow if appropriate.

Caroline Griffiths, Programme Director for **West Yorkshire Acute Association of Trusts (WYAAT)**, gave a useful overview of the work to date. This included recognising the pressure councils are under in terms of social care capacity and funding. It will come as no surprise to you that one of the biggest challenges we face is getting people out of hospital safely and this is where the work of the **West Yorkshire and Harrogate Accelerator Zone** can help.

[Nicola Lees](#) talked about the West Yorkshire and Harrogate wide **mental health programme** and how the work is progressing to reduce suicide, improve partnership working with the police, and support for children and young people. Colleagues are looking at how we can maximise funding opportunities, for example mental health liaison bids and there continues to be a huge challenge around the appropriateness of accident and emergency attendances – something we clearly want to address. This is clearly a critical agenda, and you may have heard earlier this week, that Theresa May announced a comprehensive package of measures to transform mental health support in our schools, workplaces and communities.

Thanks to Martin Ford for his update on **Airedale and Partners: Enhanced Care in Care Homes Vanguard** [please see attached slides] This is one of six vanguards nationally offering older people better, joined up health, care and rehabilitation services. The vanguard is harnessing the full potential of modern technology namely ‘telehealth’ or ‘telemedicine’ to improve the quality of life and end of life care for people living in care homes across Yorkshire and Lancashire. The STP represents a great opportunity for us to share and learn from each other and we will be doing some thinking about how we can hardwire the sharing and adoption of new innovations into business as usual.

As mentioned earlier [Julian Hartley](#) gave a presentation on behalf of WYAAT setting out the **current pressures on the urgent care system and out of hospital capacity within the area**. The discussion was a really good example of how the system is coming together to debate the important operational issues we are facing.

We identified some next steps in respect of this work, including making sure care home providers are represented on the A&E Improvement Boards, delving deeper into the possibilities of a shared staff bank for the whole West Yorkshire and Harrogate system, including community staff; and working with NHS England around communicating with the public.

[Ros Tolcher](#), [Merran McRae](#) and [Bev Maybury](#) are also going to work on how we connect the programme more robustly across the whole of health and social care.

Colleagues from the **Primary and Community Services West Yorkshire and Harrogate programme** also met this week. At the heart of this work is early help, prevention, early intervention and effective, joined up community care. The work sets out our shared ambitions across local based plans and the wider draft STP. It is essential that we link this work effectively to the [GP](#) and [Mental Health Forward View](#), whilst supporting local delivery through sharing good practice across the area and nationally. We also need to be willing to provide ‘constructive peer to peer challenge’ to one another, ensuring we are maximising all opportunities, whilst debating common barriers and developing solutions together.

What's happening next week?

- There is a meeting on **Monday** of the Urgent and Emergency (U&E) Care Vanguard, the U&E Care Network, and A&E Improvement Board members to look specifically at winter pressures and pick up the issues from the steering group.
- On **Tuesday**, Ros Tolcher and Ian Holmes will be meeting with the unions to discuss the STP and the workforce enabling work stream.
- Ian and colleagues will be attending a meeting on **Friday** of Team Leeds to discuss the STP proposals.
- Our **coordinated transformation bids** will be submitted – thanks to everyone for their hard work on this.