

Yorkshire and the Humber Strategic Health Authority

5 February 2008

Directorate Updates

COMMUNICATIONS AND PUBLIC RELATIONS

(Karl Milner, Director of Communications and Public Relations)

Campaigns & Marketing

NHS Yorkshire and the Humber Social Marketing Programme

The ten projects within NHS Yorkshire and the Humber continue to progress. An Interim Report on the programme has recently been produced and is available on request.

18 Weeks Communications Campaigns

The SHA has accepted a wide variety of bids for funding for regional and sub regional communications campaigns in support of End Waiting Change Lives campaign (the agreed branding for 18 weeks communications). Activities include radio advertising, cinema advertising, exhibition materials, printed patient and GP information and a tool for clinicians and nurses to help them calculate key dates in the 18 weeks pathway.

Building communications capacity

Communications Trajectory 2010

Following a very successful consultation event on the future shape of PCT Communications – PCT Trajectory 2010, all responses from the vent and the online consultation have been summarized and forwarded to the Department of Health. A follow up event takes place in London on 6 February 2008.

NHS Yorkshire and the Humber Carol Service

The NHS Yorkshire and the Humber carol service held on 12 December 2007 at York Minster was hugely successful with a congregation of over 3,000. A fantastic sum of £2680.16 was raised for our nominated charity, Diabetes UK, at the service.

Reputation Management

Some of the big issues that the SHA Press team has been involved with this month included:

- Polling – dissemination of findings from public satisfaction polling resulting in good coverage from around region.
- Smoking Quitters – publication of the first figures covering the period since the smokefree legislation was introduced demonstrating that there has been an increase in the number of people quitting.
- Dentistry – introduction of new tool to locate local NHS dentists on NHS Choices.
- Dialysis Scheme – approval of new IS contract to provide additional renal dialysis capacity across the region.
- Deep Clean – focus on deep clean progress following launch of DH infection control strategy
- Next Stage Review event – Good media coverage, with a focus on regional radio, for the emerging findings from our second NHS review deliberative event.

PATIENT CARE AND PARTNERSHIPS **(Dr Sue Proctor, Director of Patient Care and Partnerships)**

Clinical & Professional Issues

Health Care Associated Infections (HCAI)

A new Infection Control strategy was launched in January which draws together current HCAI initiatives and includes investment in additional specialist staff including, infection control nurses, antimicrobial pharmacists and increases in nursing staff to allow for optimal care for isolated patients (isolation nurses). These measures complement previous announcements with regard to Deep Cleaning and an increase in Matron numbers. In respect of these two measures deep cleaning initiatives are now underway in the majority of our Trusts with plans in place to commence very shortly in the remainder. In many Trusts deep cleaning programmes are having to work with the operational difficulties of ongoing Winter Vomiting Disease outbreaks where re-cleaning of single rooms and wards needs to take place. With regard to Matron numbers work is continuing to increase these numbers and we are in dialogue with DH over this but a number of our FTs are stating that they are unable to help with target figures which will throw a disproportionate burden on non FTs and Community Hospitals. We do continue to look for innovative solutions to this issue.

Allied Health Professionals Data Improvement Programme

We have been asked by the DH AHP lead to undertake a short project to identify the potential to improve data collection and activity measurement in AHP services in order to improve waiting times and patient pathway management, the aim being to produce recommendations for national roll out.

Productive Ward Initiative – Releasing Time to Care

Working in combination with colleagues in Strategy and System Reform and Workforce we are running this programme (the application of LEAN methodologies in ward and community team environments) in advance of a National roll out by the Institute of Innovation and Improvement. So far we have held two workshops for 16 organisational teams from our Trusts and PCTs who are deriving great benefit from the programme. This first 'wave' of organisations will complete the programme by May/June when we will look to take forward other programmes such as- 'The Productive Community Team and The Productive Operating Theatre'.

Integrated Governance & Patient Safety

Mental Health Homicide Investigations Event

A highly successful event was held on 6 December 2007, bringing together all Yorkshire & Humber Mental Health providers, commissioning PCTs and other agencies (Local Authorities, Police, Probation and the voluntary sector). The aim

was to examine how to run successful investigations and learn lessons to reduce risk and improve services. The outputs from the event will be used to enhance SHA guidance on investigations for the benefit of the NHS and partner agencies across the region and also will be shared nationally.

Transfer of SUI Performance Management to PCTs

The Governance team has been working on preparations for the transfer of the performance management of SUIs in FTs to the following PCTs from 1 February 2008: Leeds, North Yorkshire and York, Kirklees and North East Lincolnshire Care Trust Plus. We are offering advanced root cause analysis training to these organisations and on-going support, helping to build safety and quality into the commissioning agenda.

Care Partnerships

Offender Health

DH are consulting on a strategy for improving health and social care services for people subject to the criminal justice system. A regional consultation event was held on 14 January in partnership with the Regional Offender Management Service which offered an opportunity to consult on this and the 'Reducing Re-offending' strategy. The event was Chaired by Jayne Brown, Chief Executive, Doncaster PCT and the SHA took an active role, with Sue Proctor as keynote speaker.

Children's Services

A two day workshop jointly organised by CSIP and the SHA has been held for Health and Local Authority colleagues on Joint Commissioning Services for Children, this was very well attended.

A PCT stocktake in relation to progress in partnership working in Children's Services has been undertaken. A report will be presented to PCT Chief Executives.

Patient Experience & Engagement

We are working with a number of Higher Education Institutions to both understand and improve patient experience. Discussions are taking place to develop a number of proposals, to roll out innovative projects which engage patients as partners in their care, understand their experiences and allow them to make positive use of their experiences in the training and education of health care professionals.

One such initiative is the West Yorkshire Universities Service Users and Carers Involvement and Induction Training which supports patients and service users in getting involved in professional teaching and learning activities with health professionals across the 4 West Yorkshire Universities. A further initiative with Leeds Metropolitan University is the 'Getting Sorted' project. This was written and is presented 'by young people for young people', and has to date covered Diabetes

and Asthma via a sequence of self care workshops 'Getting Sorted' won the Child Health category of the Nursing Times Award 2007 and two of the young people who took part in the project have won the Diana Award for their participation and commitment to the project. This award is presented to young people for: "*Young peoples' ability to improve and inspire the lives of others*".

Research & Development

The SHA has been working closely with two multi-agency collaborations who are submitting bids to the Department of Health to become Collaborations of Leadership in Applied Health Research and Care. Potentially, if successful, these bids could secure £5-10m over the next 5 years to improve the quality, application and use of research in clinical and management practice. Leeds, Bradford and York Universities and health care organizations form one collaboration, and Sheffield universities and South Yorkshire health care organizations form the second. The focus of both bids covers long term conditions, tackling inequalities and improving the use of technology. They will be informed of the outcome of this process by May 08.

After meeting with the Yorkshire University Vice Chancellors in December, and a subsequent meeting with PCT Chief executives, there is a desire to arrange a joint dialogue to look at the strategic position of research and development for health in the region and how this might be strengthened. Discussions are ongoing with Yorkshire Universities to set this meeting up soon.

PUBLIC HEALTH

(Professor Paul Johnstone, Regional Director of Public Health)

Screening Programmes

- Announcements by Gordon Brown in early 2008 will lead to expansion of range of screening services. There is particular interest to move faster on Adominal Aortic Aneurysm screening for men over 65.
- Diabetic Retinopathy Services (DRS). Work continuing with North Yorkshire to raise performance following visit of National Team and production of action plan.
- Action to deliver current standards for breast screening underway in Leeds/Wakefield and Humberside. Plans being prepared for additional capacity to extend age range for breast screening and introduction of digital imaging.
- Bowel cancer screening 'roll-out' programme – on track for completion December 2009.

Health Protection Agency

- Joint Working Group formed between NHSYH and HPA to formalise working arrangements and produce Service Level Agreement once national work on role and function of HPA is complete.

Staying Health Group – Next Stage Review

- Draft report produced and well received nationally in discussions with Sir Ara Darzi and the other regions.

Healthy Lifestyles

- £300K released by the Dept of Health to support local initiatives: programme of activity agreed with PCTs.
- Regional proposals to tackle obesity being discussed with PCTs taking in the draft outputs of the Darzi review and aspects of campaigning/social marketing.
- Research commissioned: healthy eating and young people.

Local Area Agreements (LAAs)

- Yorkshire and Humber 'Placebook' produced to inform and support the LAA process.
- Discussions underway with PCT CEOs on alignment of LAA priorities with NHS Local Delivery Plans.

Memorandum of Understanding with Government Office

- Review meeting held between Margaret Edwards, Paul Johnstone and Felicity Everiss (Regional Director Government Office Yorkshire and the Humber).
- New regional plan to be produced confirming areas of joint business to replace existing MOU.

Health Intelligence

- YHPHO delivering advice to all groups involved in the NHS Next Stage Review process.
- YHPHO involved in development of national guidance on Joint Strategic Needs Assessment (issued December 2007) and regional implementation.

WORKFORCE AND EDUCATION **(Tim Gilpin, Director of Workforce Education)**

Workforce Strategy

Workforce Planning Training

Following a successful bid to the Yorkshire and the Humber Learning and Skills Council a training programme for a population based workforce development and planning model has been commissioned from the consultancy firm, Organisation Development Services (ODS). In December and January 14 people attended the training in West Yorkshire.

These workforce plans will be used to inform local organisations and the SHA on workforce priorities.

e-Learning

A formal consultation on the strategy for e-learning across the region is underway. Organisations are being asked to consider formal sign up to a “club model” which includes a financial contribution for content development and for the E learning platform – where required.

Education Commissioning

A detailed report concerning education commissioning plans for 2008/09 is provided in the Board Paper titled “Workforce and Education Directorate Outline Investment Plan 2008/09”.

Yorkshire and Humber Leadership Development Strategy

This Strategy comprises a range of work streams, this update provides information on two of these, future updates will provide more information on other elements

Aspiring CEO Development Programme in Yorkshire and the Humber

A Provider consortium has now been appointed to work with us to deliver this programme.

Building Leadership Communities

This work stream is concerned with creating a leadership network and a forum where senior NHS leaders can:

- Explore issues and tackle challenges together that are related to the business of leading complex, commercially-oriented, yet public sector, organisations

- Learn with and from a diverse range of other leaders, including those in other sectors
- Share their experience and hear from others about how to develop successful leadership within their organisations
- Have the opportunity to build relationships across professional and organisational boundaries with other leaders, within and outside the NHS
- Benefit from participating in some high quality, valuable interventions and events on leadership issues

To do this, we have appointed Leeds University's Centre for Innovation in Health Management has been appointed as our partner to deliver a series of **5 master classes** from April 2008. They will be challenging, participative and include top - quality speakers and leading edge thinking.

Human Resources Issues

Equality and Diversity

Under the requirements placed upon us by legislation, the SHA has to undertake Equality Impact Assessments (EqIA) on all of its policies and functions, as well as publish the results. A Board Paper is currently being prepared that will outline the approach the SHA will be taking on EqIA.

Agenda for Change

Fifty delegates, including HR and Nursing Directors attended the KSF Re-energise event for Yorkshire and the Humber which took place on 4 December 2007 with Professor Bob Fryer, Chief Learning Advisor with the Department of Health as the key note speaker.

Delegates identified the following key points:

- The opportunity to use KSF to align individual and organisational objectives and to link individual learning and development to the organisations corporate training plan
- The value of KSF to inform and assure Boards about staff appraisal activity and the link between effective learning and development and improvements in patient care
- The importance of focussing on the quality of the appraisal itself by keeping the process simple
- The importance of building on the commitment, energy and enthusiasm of managers and staff to fully embed the KSF within organisations

We are working through the newly established KSF leads network to take this forward as well as ensuring appropriate links with Electronic Staff Record (ESR) roll-out; education commissioning and e-learning

Social Partnership Forum

The revised terms of reference are now in place and an executive group will meet quarterly. Currently, NHS Employers are seeking the 6 employer representatives to join this forum. We are planning a summit in May and we are hoping that Alan Johnson will be the keynote speaker.

Education Commissioning

Nationally applications to NHS funded Health Professional Courses are down due to the adverse publicity associated with new graduate recruitment difficulties.

Overall Higher Education Institute's in Yorkshire and the Humber have performed well in recruiting to target intakes in Autumn 2007. However, recruitment to some Spring cohorts in Nursing are not expected to meet commissioned numbers.

All contracts with Universities in Yorkshire and the Humber are compliant with the National Standard Contract with the exception of the Sheffield Hallam University Nursing and Midwifery Contract which will move to the National Standard Contract in April 2008.

All contracts for Learning beyond Registration provision are now credit based with a consistent cost per credit being paid across all HEI providers.

Graduate Unemployment

There is a national database in place to assist newly qualified health graduates to find employment. There are currently 249 Yorkshire and the Humber graduates on the system who are actively seeking employment. To date the SHA has helped to place 500 graduates into NHS employment.

"Train to Gain" Places

Education providers have confirmed over 500 people as eligible for "Train to Gain" places which means the Learning and Skills Council's contract target of 500 has now been achieved. This represents an investment of c. £3m within NHS Yorkshire and the Humber.

STRATEGY AND SYSTEM REFORM **(Rosamond Roughton, Director of Strategy and System Reform)**

Reconfiguration

The directorate continues to support service reconfiguration agenda across the area, including consultations either planned or underway.

The directorate is presently supporting the following organisations on reconfiguration related issues:

- North Yorkshire and York PCT began a public consultation on 28 November 2008 relating to older people's mental health services in Harrogate & Rural District. This involves the development of community based mental health services and a permanent reduction in the number of patients beds in the Older People's Mental Health Service from 52 to 36. Scarborough and North East Yorkshire Hospitals maternity proposals – at the end of November, local overview and scrutiny committees resolved to refer the maternity proposals to the Secretary of State and the Independent Reconfiguration Panel. No formal referral has yet been made.
- Scarborough and North East Yorkshire Hospitals Bridlington proposals – the Trust Board took a decision on 18 December 2007 that acute medical and cardiac admissions should not be accepted at Bridlington Hospital on the grounds of patient safety. Following implementation, patients will be admitted to Scarborough Hospital where necessary. The SHA is working closely with the Trust and partner organisations to assure implementation plans. The East Riding and North Yorkshire Joint OSC has resolved to refer the proposals to the SofS and the Independent Reconfiguration Panel (7 March 07). A date of referral is not yet known.
- Leeds health community are working on plans for immediate improvements to children's hospital services (within the next 12 – 18 months) and the concentration of children's services onto the Leeds General Infirmary site within the next three years.

Community Hospitals

In January 2008 two PCTs were successful in their bids for capital funding from the National Community Hospitals Fund.

East Riding PCT have secured £20M capital towards the cost of re-provision of community health facilities at Beverley, Hornsea and Driffield. The Community Strategy will see a new community hospital in Beverley and refurbishment of community hospital facilities in Hornsea and Driffield.

North Yorkshire and York PCT's bid for £7m for the replacement of Selby Community Hospital has been approved subject to the PCT meeting conditions set out by the DH.

In order to secure the release of funds, the programme and individual schemes within it will be subject to the SHA's formal capital business case approval process, requiring the submission and approval of an Outline Business Case and a Full Business Case. There is also a DH requirement for further approval of the case by their Programme Investment Board and PCTs must meet any particular conditions set out in the DH's approval

World-class commissioning and system management

In December, the Department of Health published the competencies expected of all PCTs, if they are to be "world-class commissioning" organisations. We are now working with the Department of Health, and the other 9 SHAs, to design the development framework needed to achieve this. We are also working with the Department of Health and others in designing the national assurance framework, which SHAs will be expected to operate in respect of each PCT. We are working up with PCTs proposals for how we will take this forward in Yorkshire and the Humber. A report will come to the board in the spring.

The Department of Health is currently working on a suite of products relating to support the role of SHAs and PCTs as "system managers". We are working closely with DH on this, providing them with real case studies for the design of their products.

NHS Next Stages Review

All eight of the clinical pathway groups have produced draft findings. Each PCT has been asked to hold events to seek views from local staff to feed back to the groups before finalising their reports. On 24th January, we held a deliberative event with 120 members of the public and staff to consider findings. In addition, the SHA will be hosting a large event on 6th March – "Invitation to Influence" – to which a wide range of interested groups and professional bodies will be invited. Work is now beginning on our regional report, which will come to the board for consideration in April.

Enhancing the strategic capability of the system

The Operating Framework has placed a requirement on all PCTs to develop medium-term strategic plans by the autumn. We have begun discussions with PCTs about how we might best assess those plans. In addition, to improve the capability of the system to think more strategically, we have run three workshops for leaders across Yorkshire and the Humber to design different scenarios for the future. This work is now nearly complete, and will support organisations and systems in both stretching their thinking about strategic possibilities, and testing the robustness of today's decisions for tomorrow.

The work will have seven uses:

- Test (windtunnel) the robustness, responsiveness and reversibility of prospective or new strategies
- Increase likelihood of successful implementation of current strategies

- Identify and change how we address “tipping points” i.e. decisions in the short-term that may have major implications for how the future unfolds
- Identify strategic possibilities not yet considered
- Test the relevance and longevity of existing service / business models
- Provide a flow of common context for local players
- Encourage emergence of a more forward looking decision culture