

## **Principles for Health Services in Kirklees - Informing the Full Business Case Process for Right Care, Right Time, Right Place.**

### **Introduction and Background**

Right Care, Right Time, Right Place (RCRTRP) is a programme led by Greater Huddersfield and Calderdale CCGs to consult on proposed changes to local hospital and community services in Calderdale and Greater Huddersfield. The consultation period ran from March 15 to June 21 this year. On 20 October, the CCGs' Governing Bodies decided to proceed to the next stage to explore implementation of the proposed changes outlined in the recent consultation in a Full Business Case (FBC). It is expected that the FBC will be completed by summer next year and will be developed with partners and key stakeholders.

A cross party working group in Kirklees has created a set of principles that will be the foundation of a health plan for Kirklees. Kirklees Council will be using these principles to consider all health service changes, including those proposed through Right Care, Right Time, Right Place consultation (RCRTRP).

The group stated that it is not immediately clear how consultation proposals to date have addressed every area and in the spirit of partnership working with health partners the group on behalf of the Council would like to provide some further information. The Council will do this in order to gain assurance that the resulting system in Kirklees reflects these principles.

### **RCRTRP Proposals**

#### **CCG PROPOSAL 1**

*"That CRH becomes the single Emergency Centre for the population of Calderdale and Greater Huddersfield. This would include an Emergency Department, Paediatric Emergency Centre and a range of essential supporting acute medical and surgical services and intensive care."*

#### **CCG PROPOSAL 2**

*"To develop Urgent Care Centres on both hospital sites, open 24/7 to provide access to the right advice in the right place first time at any hour of the day and any day of the week. These would be staffed by doctors and emergency nurses, with x-ray and blood testing available. Equipment available in the centres would include a full resuscitation trolley, oxygen, suction and emergency drugs."*

### **CCG PROPOSAL 3**

*“A major new hospital on the Acre Mills site at Huddersfield so that it could become a new hospital dedicated for planned care. This would involve significant investment to provide 120 planned care beds and ten operating theatres (as well as the Urgent Care Centre).”*

### **CCG PROPOSAL 4**

*“To centralise medical and surgical services in a Paediatric Emergency Centre at CRH. So parents and carers who have a sick child would be encouraged to ring NHS 111 for advice and would be directed to the best place for assessment/treatment. This could be a pharmacy for advice on self-care, the child’s own GP practice, an Urgent Care Centre or the Paediatric Emergency Centre.”*

### **CCG PROPOSAL 5**

*“To strengthen community services.”*

## **Council Principles**

### **CCG Proposal 1 – Relevant Council Principles**

- Act positively to combat geographical inequity
- Ensure everyone has access to appropriate clinical support, in a timely manner
- Improve the quality of, and access to, services while reducing variation across them
- Have a workforce that is suitably trained, can span health and social needs and support a 24/7 service, especially first responders
- Help people to understand how to navigate the system. Eg through person centred scenarios

### **CCG Proposal 2 – Relevant Council Principles**

- Eradicate duplication. ‘Do it once and do it right’ approach.
- People receive coordinated care when and where required, as appropriate for their needs.
- Create a clear way for individuals to navigate through services and systems.

### **CCG Proposal 3 – Relevant Council Principle**

- Care and support is centred on the individual

#### **CCG Proposal 4 – Relevant Council Principles**

- Ensure everyone has access to appropriate clinical support, in a timely manner
- Improve the quality of, and access to, services while reducing variation across them
- Have a workforce that is suitably trained, can span health and social needs and support a 24/7 service, especially first responders
- Identify, support, involve and empower people in a caring role

#### **CCG Proposal 5 - Relevant Council Principles**

- Consider current provision of service vs need and effectiveness, as well as having anticipation of future risks
- Use digital technology across organisation to improve outcomes for patients and work more effectively
- Services and solutions are created in partnership with local people
- Support innovation - identifies effective systems, processes and products that meet new or existing requirements, including technological solutions.

Although those principles identified above are key for the specific proposals, we would expect that all the principles are met when the full business case is developed. The remaining ones are as follows:

#### ***The Health System in Kirklees Supports Prevention and Early Intervention***

- Is evidence based in what works including learning from evaluation and feedback from users/communities.
- Ensures everyone has access to appropriate clinical support, in a timely manner
- Improves the quality of, and access to, services while reducing variation across them
- Has a workforce that is suitably trained, can span health and social needs and support a 24/7 service, especially first responders

#### ***The Health System in Kirklees Is Person Centred***

- Supports people to recognise and develop their own strengths and abilities to enable them to live an independent and fulfilling life.
- Provides consistent and appropriate quality information.
- Uses consistent messages and language across services and organisations.

## **Implementation**

A new system for Kirklees needs to be implemented in a way that:

- Changes the relationship between people and the public sector to shared responsibility
- Affords people dignity, compassion and respect and values people for their strengths, gifts, differences and diversity.

## **Recommendations**

1. That Council adopt the principles set out in this paper.
2. That Council ask that the Greater Huddersfield and Calderdale CCGs demonstrate clearly to the council and the public of Kirklees that their final set of proposals accord with the principles that the council has set out in this paper.

Richard Parry  
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