

MEETING:	KIRKLEES HEALTH AND WELLBEING BOARD
DATE:	THURSDAY 28th JUNE 2018
TITLE OF PAPER:	LEARNING FROM WINTER 2017-18 ACROSS KIRKLEES

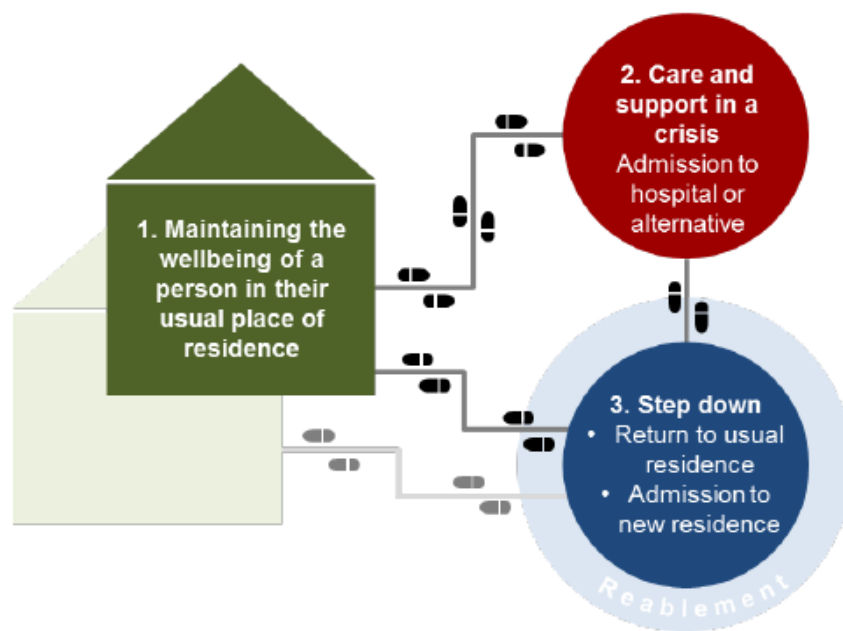
1. Purpose of Paper

1.1 To update the Board on progress with the process to identify key learning points and associated actions for the Kirklees health and social care system from activity over winter 2017/18.

2. Background and Key Points

2.1 In March the Board supported the proposal to undertake a Kirklees health and social care system wide review of local experiences over winter 2017/18 to identify the key learning points and propose actions to improve outcomes and system efficiency and effectiveness. And to receive a report setting out the lessons learnt and the proposed actions for the Kirklees health and social care system.

The proposed approach was based on the model being used by CQC in their Local System Reviews¹:



2.2 The focus for the operational response to the winter pressures in Kirklees is through the 2 local A&E Delivery Boards which are based on the acute Trust footprints – Calderdale & Huddersfield and Mid-Yorkshire (in Mid-Yorkshire this is called the A&E Improvement Group). Both A&E Delivery Boards have undertaken their own reviews, and these include the neighbouring areas of Calderdale and Wakefield. The process focussing on the Kirklees footprint is drawing on these reviews but will also take a wider Kirklees health and social care system view.

2.3 The main focus of the review is in depth interviews with people from across the Kirklees health and social care system. The framework for the interviews draws on the key themes that have emerged from the CQC reviews, and the complimentary report ‘Why not home? Why not today?’²

- How well led do you feel the 'system' was over winter? Where did that leadership come from? Were there any leadership issues?
- How did relationships between different partners affect the local response to winter?
- We all agree that putting the person, and their best possible outcome, at the forefront of everyone's thinking and focus is crucial. How well do you think we did this over the winter?
- See person journey diagram. How well do we share ownership of the person's entire journey through the system?
- Where have the pressure points been and missed opportunities?
- What should we be measuring to show that we are making a difference?

2.4 More than 30 potential interviewees from across the system have been identified. The interviews are being undertaken by Steve Brennan (SRO for Integration), Emily Parry Harries (Head of Public Health) and Phil Longworth (Health Policy Officer). The interviews are nearly complete, and the findings will be used as the basis for a facilitated workshop to which all interviews have been invited on 13th July.

2.5 To compliment the findings from the interview work is also underway to analyse

- What does the data tell us? Identify a small set of key indicators and present data and analysis for Greater Huddersfield, North Kirklees and Kirklees, and then developing a limited number of actionable insights from the data analysis.
- What did we do over winter? Identify the key actions taken across the system over winter, and assessing the impact of these actions.

2.6 There are some emerging messages from the work completed so far

- Positive relationships at all levels, from operational front-line staff to senior and strategic leaders are essential, but these cannot be established only in the very pressurised environment of OPEL based winter planning.
- The importance of a shared understanding across the system of levels of risk being carried by each part of the system and how these can be managed through formal partnership mechanisms eg OPEL and informal collaboration.
- The value of consistency of involvement to enable the development of positive relationships and shared understanding.
- Planning for winter should not be a separate process from planning for overall system improvement, and the scheduling of planning and governance activity should recognise the need to focus on service delivery when the system is under pressure because of increased levels of activity.
- We need to develop Kirklees wide mechanisms for getting feedback and ideas about additional contributions from across the system. Whilst there are very robust mechanisms for getting feedback and planning action from the hospital-based parts of the system this is not complimented by feedback from the non-acute parts of the systems, especially primary care and social care. Nor is there a routine mechanism for gathering user/patient views of the system response during winter.
- During the most pressurised periods all parts of the system find it difficult to keep the focus that they would like to on being user/patient and carer centred.

<ul style="list-style-type: none"> • It can also be difficult to keep the right focus on supporting people to maintain their health and independence to avoid/delay the need for hospital admission, or to avoid discharges not being well-planned.
<p>3. Next Steps</p> <ul style="list-style-type: none"> • Complete the interviews and analysis of data and local actions over winter. • Workshop with interviewees, followed by discussion at Health and Wellbeing Board development session in July. • Develop a limited set of actions across each of the key themes. • Present the outputs from the review to the A&E Delivery Boards and then the Health and Wellbeing Board in September.
<p>4. Financial or Policy Implications</p> <p>There will be no financial or policy implications arising from the agreement of the proposal set out in this paper. However, it is anticipated that the recommendations arising from the review will have both financial and policy implications.</p>
<p>5. Sign off</p> <p>Richard Parry, Strategic Director for Adults and Health.</p>
<p>6. Recommendations</p> <p>That the Board:</p> <p>6.1 Note the progress with the Kirklees health and social care system wide review of local experiences over winter 2017/18 and the next steps.</p>
<p>7. Contact Officer</p> <p>Phil Longworth, Health Policy Officer, Kirklees Council phil.longworth@kirklees.gov.uk 01484 221000</p>

¹ CQC Local System Reviews: Interim Report (December 2017) <http://www.cqc.org.uk/publications/themes-care/our-reviews-local-health-social-care-systems>

² Better Care Fund Support Programme/Newton Europe. December 2017
https://www.local.gov.uk/sites/default/files/documents/NEW0164_DTOC_Brochure_Online_Spreads_1.0.pdf