



Kirklees Place  
**Stabilisation & Reset**  
**Health & Wellbeing Board**

Natalie Ackroyd  
Vicky Dutchburn





## December 2019

5 year Finance and Activity Plans submitted to West Yorkshire & Harrogate ICS.

## 5th March

NK CCG and GH CCG submitted draft activity and finance plans for 2020/21 to NHS England and Improvement; This was a refresh for 1 year (20/21) compared to the 5 year plans that were submitted in December.  
Agreed Investment plan for 20/21

## Late March

### Level 4 incident

Focus on critical care and building capacity to respond to Covid-19  
Step down of non urgent/Elective Work  
National directive to stop progress on all NEW investments

## April-June

Immediate recovery actions post-Covid-19 surge  
Focus on urgent activities



# Context: Our evolving priorities during the COVID-19 incident



## PHASE 1:

- Supporting the exponential increase in critical care capacity
- Supporting safe and effective discharge to communities, to free up acute beds
- Supporting the 1.4m 'vulnerable' people shielded from the virus, & other groups who are likely to be most effected by social distancing
- Ensuring continuation of other essential areas of business.



## PHASE 2:

- Continuing to provide critical & urgent care for Covid-19 patients, their recovery and rehabilitation
- Providing essential health & care services during the Covid-19 incident for other population groups
- Continuing to support people who are shielded
- Keeping health & care colleagues safe & well
- Understanding the wider impact on different population groups, including BAME / older/LD/mental health/safeguarding/other vulnerable people
- Co-ordinating our reset to the new 'normal' (stabilisation and reset ) – including responding to future peaks .



# A six step framework for organising our work...



	Questions	Key considerations include:
1	What are the priority population health outcomes?	<ul style="list-style-type: none"> <li>• Should reflect population need, health inequalities and supported by a clinical view</li> <li>• Should build on existing population health management capabilities</li> </ul>
2	What does this mean in terms of service priorities?	<ul style="list-style-type: none"> <li>• By service 'sector' reflecting the breadth of the partnership, including high impact prevention measures</li> <li>• Covering phase 2 and phase 3 as per slide 3.</li> </ul>
3	What are the requirements on other services on the pathway?	<p>Including:</p> <ul style="list-style-type: none"> <li>• Social care; Acute services; Diagnostics ; Patient transport services; Community services ; Primary care; MH&amp;LD; prevention</li> </ul>
4	What are the constraints?	<p>There are some common themes across services / sectors, including:</p> <ul style="list-style-type: none"> <li>• Personal Protective Equipment</li> <li>• Workforce</li> <li>• Physical estate (including ensuring covid /non-covid separation)</li> <li>• Medicines</li> </ul>
5	What innovations should we retain / adopt from elsewhere? What has been done that we are really proud of?	<p>For example:</p> <ul style="list-style-type: none"> <li>• Pathway change</li> <li>• Digital</li> <li>• New ways of working</li> <li>• Primary Care Network development</li> </ul>
6	What does this mean in terms of addressing need. What are the gaps?	<ul style="list-style-type: none"> <li>• At risk population groups</li> <li>• Inequalities</li> <li>• Impact on waiting activity and waiting times</li> </ul>



## World Café Style meeting



- Following introduction of the framework
- West Yorkshire & Harrogate ICS – Organised virtual event (Thursday 28th May)
- All places across West Yorkshire & Harrogate attended
- We were required to do a place based presentation
- Meet with programme leads to highlight emerging themes and priorities
- We thought this worked well and wanted to consider a similar approach for Kirklees



# Kirklees Place Based Meeting Tuesday 30<sup>th</sup> June



**NHS**  
Calderdale and Huddersfield  
NHS Foundation Trust

**Locala**  
Community  
Partnerships CIC

**NHS**  
The Mid Yorkshire Hospitals  
NHS Trust

 **Kirklees**  
COUNCIL

**NHS**  
South West  
Yorkshire Partnership  
NHS Foundation Trust

 **Kirkwood**  
The Hospice for Kirklees

**NHS**  
Greater Huddersfield  
Clinical Commissioning Group

**healthwatch**  
Kirklees

**NHS**  
North Kirklees  
Clinical Commissioning Group

## Primary Care

**tsl**  
KIRKLEES  
THIRD  
SECTOR  
LEADERS





Each organisation gave a 10 minutes presentation,

- ✓ 6 step framework,
- ✓ where are we now,
- ✓ what are the priorities moving forward
- ✓ Impacts on other services
- ✓ 5 minute Q&A session

Following all presentations – time to consider the emerging priorities for Kirklees



## Some things we have identified from Key learning from Covid response



- ✓ Recognition that we have an opportunity as a system to stop, think and plan;
- ✓ An opportunity to redesign pathways and referral processes;
- ✓ We have a collective will to change;
- ✓ We need to respond to clinical need and so must prioritise the work we do;
- ✓ We have the opportunity to do things differently at a local, CKW and West Yorkshire & Harrogate ICS Level;
- ✓ Engagement across all partners and strengthened relationships;
- ✓ Access to data at real time and shared modelling across providers and commissioners;
- ✓ Silver/Gold command Structure in place;
- ✓ The Pace at which we have worked and the governance approach has accelerated the implementation;
  - Satellite Testing sites in Huddersfield, Halifax and Wakefield
  - MH Crisis Lines in place for ALL staff/Organisations
- ✓ Communication – All Staff Briefings on MS Teams/Newsletters (FYI)





# Emerging Themes



**Inequalities**

**Communication**

**Status of social  
care**

**Role of care  
homes**

**Mental Health**

**Future resilience**

**Creating  
conditions for  
building on  
changes we've  
made**

**Digital**

**Strengthening  
VCS**

**Coproduction  
approach**

**Supporting staff**



## **Key Meetings/Discussions**



**Kirklees Integrated Health and Care Leadership Board  
2<sup>nd</sup> July**

**WY&H Stabilisation and Reset - whole place leadership discussions  
3<sup>rd</sup> July**

**System Leadership Executive – Stress Test (Scenarios)  
7<sup>th</sup> July**

**Activity Submission  
15<sup>th</sup> July**



## Next Steps



**Setting up smaller working groups to understand the re-start of services and the interdependencies**

**Identify and agree the priorities for Kirklees**

**Planning Guidance due Mid July?**



# Existing Health & Wellbeing Strategy & Plan



**your** health and wellbeing

Kirklees Joint Health and Wellbeing Strategy  
2014-2020

Version 2

## Kirklees Health and Wellbeing Plan 2018-2023

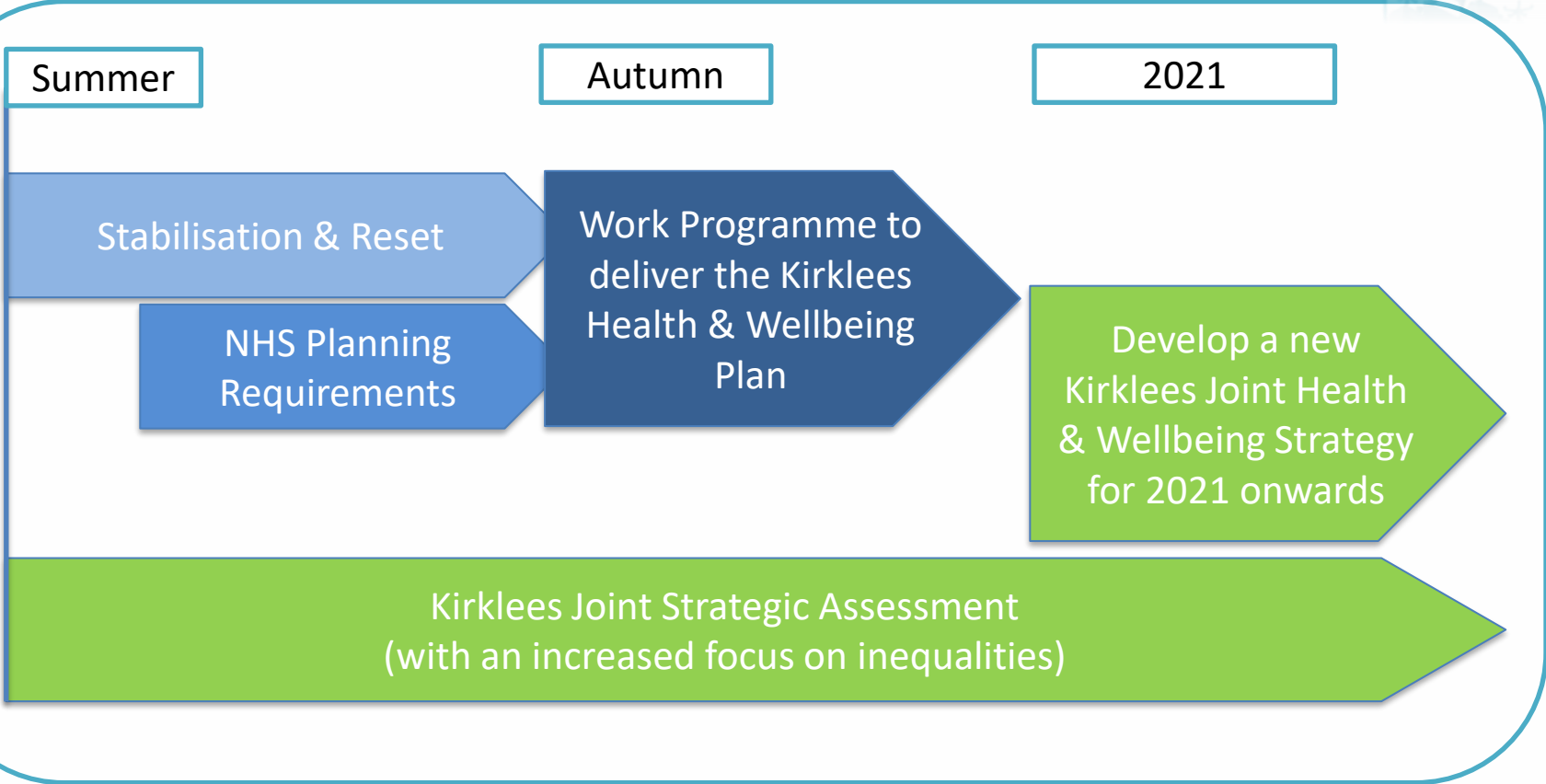
### Shared outcomes with Kirklees Economic Strategy

Our shared outcomes are the pillars that support our overall vision for Kirklees to be a place that combines a strong, sustainable economy with a great quality of life. Our shared outcomes are:

- Children have the best start in life
- People in Kirklees are as well as possible for as long as possible
- People in Kirklees live independently and have control over their lives
- People in Kirklees live in safe, cohesive communities and are protected from harm
- People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning
- Kirklees has sustainable economic growth and provides good employment for and with communities and businesses
- People in Kirklees experience a high quality, clean, and green environment



# Refresh timeline



# Questions

