



Healthy Ambitions Bulletin

July 2009

Welcome to the Healthy Ambitions bulletin. It provides a regular update on key pieces of regional work that are being taken forward to support the implementation of recommendations made by local clinicians and others in Healthy Ambitions.

Delivering Healthy Ambitions explains how the recommendations in Healthy Ambitions are being taken forward either locally or regionally. The majority of work is being taken forward locally, led by Primary Care Trusts. This update focuses on regional work.

If you have queries or feedback please use the contact details on the final page.

Strengthening Clinical Leadership

NHS Yorkshire and the Humber, on behalf of all 14 PCTs, have concluded a competitive process to appoint additional members to the team of senior clinical figures to help lead and support reform of the NHS in the region.

Working with the lead PCT Chief Executive on the appropriate Pathway Delivery Board, as per the governance arrangements described in Delivering Healthy Ambitions, the senior clinical leaders will be tasked with leading implementation of the clinical changes described in Healthy Ambitions across entire pathways. They will lead and support clinicians and others in delivering the pathway recommendations across the region.

The new senior clinical leaders will be seconded, initially for one year, to NHS Yorkshire and Humber for one session (4 hours) per week. The following 23 clinicians form the Yorkshire and Humber Clinical Advisory Group (highlighted names are new secondees).

Name	Employer	Clinical Background	Pathway Group
David Dawson	Ex-Mid-Yorks	Gastroenterology	Acute
Peter Campbell	York FT	T&O surgeon	Acute
Kevin Reynard	LTHT	Emergency Medicine	Acute
Ian Lewis	LTHT	Paed oncology	Children's
Eric Kelly	Doncaster	GP	Children's
June Toovey	YH network	Nursing	EoL
David Levy	Sheff	Oncology	EoL / cancer
Fiona Hicks	LTHT	Palliative consultant	EoL
Eileen Burns	LTHT	Geriatrics	LTC
Vicky Pleydell	NYY	GP	LTC
Richard Jenkins	Mid-Yorks	Diabetologist	LTC
Dotty Watkins	Sheffield	Midwifery	Maternity
Sean Duffy	LTHT	Obs and Gynae	Maternity
Nick Morris	Bradford	MH nursing	Mental Health
Wendy Burn	Leeds PFT	Psychiatrist	Mental health
Ian Jackson	York FT	Anaesthesia	Planned
Mark Baker	LTHT	PH / oncology	Planned
Wendy Quinn	Harrogate FT	Nursing	Planned
Karen Dearden	WY network	Critical care nursing	Planned
Georgina Haslam	Bradford	GP	Primary care
Eithne Cummins	Sheffield	GP	Primary care
Wendy Richardson	Hull PCT	Public Health	Staying healthy
Greg Reynolds	LTHT	Cardiologist	Staying healthy



Stroke Care Update

The clinicians working on the Healthy Ambitions acute care pathway board highlighted the need to improve stroke care to save lives and reduce disability from stroke.

As we described in the last Healthy Ambitions bulletin the SHA is working with the three cardiac and stroke networks in the region to develop a stroke assurance framework.

This work is building on the work of the Y&H Acute Episode clinical pathway group (set up as part of the Next Stage Review), the national stroke strategy and the standards already set by both the North Trent and West Yorkshire networks in their models of stroke care. It is being undertaken by a sub group of the Healthy Ambitions Acute Pathway Delivery Board. The sub group is chaired by David Dawson and includes clinicians and managers from the cardiac and stroke networks.

Since the publication of the last Healthy Ambitions bulletin, the assurance framework (with agreed suggested standards, pathway and levels of care) has now been presented by the networks to the sub group. The sub group has agreed that it should now be recommended to the next meeting of the Acute Pathway Delivery Board and to the Strategic Commissioning Board for their approval, along with a suggested approach to implementation of the standards.

Each of the three networks is already starting to assess local services against the proposed standards. A gap analysis should be available by September. This gap analysis will provide local PCTs with information about where services should be improved and allow them to target investment where it will have the most impact from 2010/11.

Networks will continue to monitor improvement against the standards – potentially by means of peer review. The stroke sub group will meet again in September to maintain an overview of progress and to consider shared approaches to monitoring data.



Governance

Pathway Delivery Boards

The pathway delivery boards, set up to advise the PCTs and SHA on the implementation of the clinical recommendations made in Healthy Ambitions and to have oversight of the regional enabling workstreams, are all now fully constituted and have held their first meetings.

The precise composition and style of these delivery boards varies from pathway to pathway as appropriate. However all have strong clinical representation and managerial support. The composition and terms of reference are bespoke for each board, but there are some core responsibilities common to each of them, viz:

- Assuring themselves of delivery on key issues and priority areas
- Assuring PCT strategic plans
- Assuring on progress against Healthy Ambitions metrics and WCC outcomes
- Overseeing regional reviews where appropriate – reporting on these at key and agreed intervals to the Strategic Commissioning Board. Pathway Delivery Boards will need to establish workstream or task groups to undertake these reviews with access to the right level of clinical expertise.
- Identifying developments relevant to the pathway area and any further work required

Strategic Commissioning Board

Progress on delivery against the entire Healthy Ambitions programme will be assured by a Strategic Commissioning Board made up of the SHA and PCT CEs, with senior clinical, local authority and provider input as appropriate. This group will meet on a quarterly basis with the first meeting on September 25th and will provide feedback to the full CE Forum. The SCB will be chaired by the new SHA Chief Executive Bill McCarthy.

The Strategic Commissioning Board group will oversee:

- Region-wide enabling work to support the delivery of Healthy Ambitions (examples include workforce development or the social marketing work, agreed with PCTs and being undertaken on a Y&H basis)
- Delivery of Healthy Ambitions at the local level – by:
 - Overseeing the assessment of PCT strategic plans
 - Receiving reports on the Healthy Ambitions metrics and trajectories
 - Receiving reports on improvement against WCC outcome measures
 - Receiving progress reports from Pathway Delivery Boards
- The regional reviews to be undertaken as part of Healthy Ambitions (or proposed from other sources such as SCG) including:
 - Prioritisation, establishment and terms of reference
 - Recommendations and their implementation
 - Assessment of the cumulative impact of these reviews

All of the above will be underpinned by clinical advice as described on the next page.

Governance Continued.

SHA Board/Senior Management Team

Strategic Commissioning Board (x 4 per annum)

- SHA and PCT CEs with clinical and LA input
- Reports from Pathway Delivery Boards
- Regional reviews- initiate and conduct
- Cross system impact of key initiatives
- Regional enabling work e.g. social marketing

CE Forum

- Share and spread good practice via SHA quality, innovation & improvement mechanisms
- Performance issues via SHA performance management regime

SCG

Cancer Programme Board

Pathway Delivery Boards including lead CEs and clinicians

Primary Care



Mental Health



Planned Care



Long Term Conditions



Staying Healthy



Acute



Children



Maternity & Newborn



End of Life



Regional Review areas (all – inc SCG initiated reviews)

Workstreams

1. Vascular
2. Critical care
3. Urology
4. Int radiology
5. Upper GI

Workstreams

1. Stroke
2. Major trauma
3. Primary angioplasty

Workstreams

1. Paediatric critical care/surgery

Regional enabling workstreams

Enabling workstreams e.g. Social Marketing, Workforce, Quality Observatory, Clinical Leadership Cohort

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Regional Reviews

Delivering Healthy Ambitions: Assessing the impact of regional reviews

Healthy Ambitions recommended that a small number of service areas to be reviewed at a regional level.

The recommendations resulting from these regional reviews will have a range of implications for the way services are delivered across the region, and before taking decisions we need to understand their impact in terms of activity, finance and workforce on existing organisations. It has been agreed that each regional review will include an impact assessment as part of the review process and before it makes its recommendations.

The assessments are primarily concerned with understanding the potential impact on the viability and sustainability of organisations in the region.

The assessment will consider the viability of current services as well as the sustainability of services in the future as a result of the recommendations. The assessment will cover the following domains:

Activity:

- How will the type of activity change across relevant providers as a result of the recommendations (for example management in primary care versus emergency admission)?
- How will the levels of activity change across relevant providers as a result of the recommendations (for example as a result of ceasing to provide services in small numbers)?
- Are there any knock-on impacts on related services of providers that cease to provide a given service as a result of the recommendations?

Finance:

- What is the financial impact for the relevant PCTs of commissioning services in line with the recommendations, both in absolute terms and as a percentage of total budget?
- What is the financial impact for the relevant providers of services being commissioned in line with the recommendations, both in absolute terms and as a percentage of total income?

Workforce:

- How will the recommendations impact on the skills required of the workforce?
- How will the recommendations impact on the workload of different staff groups across different service settings? What will be the additional demand for workforce?
- Are there any knock-on consequences for workforce groups and for rotas on the ability to provide related services as a result of the changes in activity flows resulting from the recommendations (for example linkages with critical care)?

Developing an approach

The impact assessments will need to be carried out across all regional reviews, but the scope and work requires is likely to vary considerably.

We propose SHA economic and analytical leads will work with the review teams as they develop recommendations over the summer

- Establish the data sources and analysis that will be required to model the impact of the changes across the three domains set out above.
- Carry out the analysis of the impact of emerging recommendations. This will be done in-house where possible or by bringing in additional expertise where required.
- Develop a generic framework for the impact assessment of the regional reviews.

The main purpose of the impact assessments is to provide advice and assurance to the Chief Executive community that the wider impacts of the recommendations of regional reviews have been considered and understood.

We therefore propose that a small group of six PCT and Trust Chief Executives should be established to act as a reference group for all of the reviews. The primary role of the group will be to assure the quality and scope of the impact assessments.

Short Updates



Healthy Ambitions Metrics

We have been working with PCT and provider trust colleagues to establish robust baselines and trajectories against the metrics identified in Delivering Healthy Ambitions.

A metrics workshop was well attended by colleagues from around the region and provided useful feedback on how we could refine and improve the metrics to ensure consistency across the region. A group has been established with representation from clinicians, Trusts, PCTs and the SHA to develop the metrics over coming weeks so that we make maximum advantage of the development year and have a robust, clearly understood set of clinically sound PCT trajectories before the metrics are formally performance managed from 2010/11.

Any changes to the metrics will be highlighted through this bulletin.

Medium Term Financial Strategy

As part of the Annual Planning Process, spreadsheets detailing Financial Investments against initiatives were collected by the SHA finance team.

These are intended to provide a read across from investment to the various strategic goals of each organisation including; Healthy Ambitions, Vital Signs and organisations own overarching strategic objectives. These will be used to ensure that PCT financial strategies are linked and informed by overall objectives and strategic goals.

Yorks and Humber Asthma Summit

The Healthy Ambitions children's pathway suggested numerous improvements to the way in which children with asthma are cared for to improve management of the condition in the community and reduce hospital admissions and readmissions.

Last month a regional children's asthma summit brought together asthma clinical experts, healthcare professionals and directors of children's services from across Yorkshire & the Humber with representatives from Asthma UK to discuss how asthma affects children in the region and plan the action needed to address the problem.

The summit also saw the announcement of a new £100,000 to be spent to radically improve children's asthma services in Yorkshire and the Humber thanks to a joint initiative between NHS Yorkshire & the Humber and Asthma UK.

The Yorkshire and Humber Asthma Impact Project will support the work NHS Yorkshire and the Humber is already doing to halve emergency childhood asthma admissions over the next 10 years. Asthma hotspots such as Hull and Doncaster, where admissions are high, will be targeted.

Rosie Newbigging, Executive Director (Nations, Regions and Services) from Asthma UK said:

"We are delighted with the commitment NHS Yorkshire and the Humber has shown to really improving quality of life for children with asthma. Sadly, children can still die as a result of asthma attacks and many thousands more face emergency admissions to hospital."

Professor Ian Lewis, Chair of Children's Clinical Pathway Group at NHS Yorkshire and the Humber said:

"We need to improve our services to ensure that children with asthma receive the very best care and enjoy a normal childhood. We are thrilled that Asthma UK has recognised our ambition and we will work together to achieve these goals."

Further information can be found
at www.healthyambitions.co.uk
and www.yorksandhumber.nhs.uk

Or contact
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