

Health Policy and Performance Board

Annual Report

April 2019 - March 2020



This year has been my fifth as Chair of the Health Policy and Performance Board and the Health and Social Care agenda we have been dealing with, as a Board, has been as busy as ever!

During the past 12 months, the Board has had the opportunity to comment on a number of proposals and developments, as outlined in this report, including the future development of the Urgent Carers Centre in Halton and the future of NHS Halton Clinical Commissioning Group and associated commissioning arrangements.

We continue to take our scrutiny responsibilities very seriously and as such choose at least one Scrutiny Topic to focus on each Municipal year. This year we focused on the Deprivation of Liberty Safeguards (DoLS). As part of the Scrutiny Topic, the Board examined the Council's duties under the legislation, the processes for fulfilling these duties and the protection arrangements that safeguards adults who lack mental capacity from risk of harm.

In February 2020, we were pleased to welcome Simon Constable, the new Chief Executive of Warrington and Halton Hospitals NHS Foundation Trust, to the Board, to hear with interest about the Trust's key priorities under his leadership, including plans for both Hospitals in relation to the use of the estate; we look forward to welcoming Simon back to hear how plans develop.

I'd like to take this opportunity to acknowledge the help and assistance the Board continues to receive from our Lead Officer, Sue Wallace Bonner and recognise the work of Council Officers and those in Partner organisations, who provide the Board with reports and information throughout the year in support of the Board scrutiny role.

Finally, I would like to thank all Members of the Board for their valued contribution and support to the Board's work over the last 12 months, particularly in respect to this year's Board Scrutiny Topic.

Cllr Joan Lowe, Chair

Health Policy and Performance Board Membership and Responsibility

The Board:

Councillor Joan Lowe (Chair)
Councillor Sandra Baker (Vice Chair)
Councillor Mark Dennett
Councillor Lauren Cassidy
Councillor Eddie Dourley
Councillor Pauline Hignett
Councillor June Roberts
Councillor Margaret Ratcliffe
Councillor Pauline Sinnott
Councillor Chris Loftus
Councillor Geoff Zygadlo

During 2019/20, David Wilson was Halton Healthwatch's co-opted representation on the Board and we would like to thank David for his valuable contribution.

The Lead Officer for the Board is Sue Wallace-Bonner, Director of Adult Social Services.

Responsibility:

The primary responsibility of the Board is to focus on the work of the Council and its Partners, in seeking to improve health in the Borough. This is achieved by scrutinising progress against the aims and objectives outlined in the Council's Corporate Plan in relation to the Health priority.

The Board have met four times in 2019/20. Minutes of the meetings can be found on the [Halton Borough Council website](#). It should also be noted that the Board, at each of their meetings, receive and scrutinise the minutes from Halton's Health and Wellbeing Board and monitors work/progress within this area.

This report summarises some of the key pieces of work the Board have been involved in during 2019/20.

GOVERNMENT POLICY- NHS AND SOCIAL CARE REFORM

Criteria Based Clinical Treatments (CBCTs - Previously known as Procedures of Low Clinical Priority)

CBCTs are routine procedures that are known to have medical benefit only in very specific situations, or for a small number of people.

NHS Halton Clinical Commissioning Group (CCG) continues to work with five other local CCGs in Cheshire and Merseyside to review policies for more than 100 CBCT procedures.

The programme is now in its 3rd phase and NHS Halton CCG will continue to keep the Board informed of developments/changes to policies.

Delayed Transfers of Care (DTOCs)

The Board were provided with details on the current situation with regards to DTOCs which can occur if patients are ready to leave hospital, but are still occupying a bed.

Details were shared with the Board on why delays can occur and current performance information in relation to how Halton was performing in relation to DTOCs.

The Board appreciated how the continuing pressures across the health and social care economy continue to present ongoing challenges with regards to discharging patients in a timely manner, however were pleased to hear how the Council continues to proactively work with colleagues, on a daily basis, across the economy to minimise the number of DTOCs as far as possible.

In addition to focusing on DTOCs, the Council works hard with Acute Trusts to discharge patients on an ongoing basis, often individuals with complex needs, before they actually become a DTOC.

Bridgewater Community Healthcare and Warrington & Halton Hospitals NHS Foundation Trusts (NHSFTs): Collaboration

In September 2019, the Board was provided with an overview of the collaboration taking place between Bridgewater Community Healthcare (BCH) NHSFT and Warrington and Halton Hospitals (WHH) NHSFT.

The collaboration is an equitable partnership of two NHSFTs intended to support and accelerate the delivery of One Halton and Warrington Together priorities, with system partners to improve the health and wellbeing outcomes of both populations.

This collaboration was supported by the NHS Long Term Plan, published in January 2019, which promotes models of collaboration with the 'breaking down' of barriers between primary and community and acute care, with out of hospital provision of care prioritised and the development of integrated community teams and primary care networks.

Details were provided on system aims, progress made to date and the key next steps with regards to governance, workforce, clinical service sustainability and reducing costs in the system.

Cheshire & Merseyside Health & Care Partnership

The Board was presented with an update on the work of Cheshire and Merseyside Health and Care Partnership. The Board noted that the Partnership successfully submitted its first 5-year Health and Care Strategy into NHS England / Improvement in November 2019; this would be a rolling 5-year Strategy, updated annually.

The update include information on the NHS long-term plan; communication and engagement; the journey to becoming an integrated care system and developing the integrated care partnerships (ICPs); the System Leadership Development Programme; and the collaboration at scale programmes.

The Board noted that a draft Partnership Memorandum of Understanding (MoU) was currently being developed and Halton was involved in this work. This MoU would help clarify the purpose of the partnership, how decisions would be made and the composition of the Partnership Board – recognising the primacy of 'Place'.

SERVICES

Transforming Cancer Care

In June 2019, the Board received a presentation from the Chief Executive, NHS Knowsley Clinical Commissioning Group (Responsible Officer for Transforming Cancer Care) on current progress relating to the redesign of provision of non-surgical oncology across the Eastern Sector of Mid Mersey (Halton, Knowsley, St Helens and Warrington), to be more efficient and effective within a specialist hub.

At this point it was noted that the programme was in the pre-consultation engagement phase, and that formal consultation would start in July 2019 for 3 months.

The Board would continue to monitor the developments very closely, as ultimately it was felt that the proposals may constitute a significant change and therefore be subject to joint scrutiny across the four Boroughs effected.

Respite Provision

In June, the Board received details of the Respite Provision within the Borough and how this is accessed.

The report outlined details of the Shared Care Voucher process and investigated whether there were issues with the current system. The report highlighted that there could be issues with access, however it also highlighted options where improvements could be made to make sure the system becomes more effective/efficient.

Transforming Domiciliary Care

The Board received an update on the Transforming Domiciliary Care Programme, which was supported by a presentation by Premier Care, the Lead Provider for commissioned domiciliary care in the Borough.

The Board noted how the Council had been working with a range of partners to develop how domiciliary care was delivered in the Borough. The Board examined areas such as capacity and demand, service user assessment and management, workforce development and the administration of medication.

The Board agreed to monitor developments on an ongoing basis.

Support at Home Service

In November 2019, the Board received a presentation from the British Red Cross who deliver a Support at Home Service in the Borough. This service supports people for a short period of time (for up to 6 weeks) during the difficult transition from hospital to home. The Board heard how this service is an important part of the discharge management process, helping to alleviate the pressure on beds as well as offering practical support to people when they are at their most vulnerable.

Urgent Treatment Centres

The Board received updates from NHS Halton CCG throughout the year on the development of Urgent Treatment Centres (UTC) in the Borough and the associated procurement process.

The Board were informed that the NHS Halton CCG's Governing Body took the decision to suspend the procurement of both the Widnes and Runcorn UTCs. The current providers of the service have agreed to work with the CCG and system partners to implement an improvement plan to improve the quality of the current service whilst the CCG considers the future in the long term in line with the ambitions of the NHS Long Term Plan.

The improvement plan is being implemented with the support of a new transformational group where all stakeholders are engaged and working with NHS Halton CCG to deliver against the national UTC specification. The Service Development Improvement plans within the provider contracts will be used to ensure we have the necessary agreements to measure the performance indicators and specified outcomes in line with expected performance for a high quality service.

NHS Halton & NHS Warrington CCG Future Commissioning/Governance Arrangements

During 2019/20, the Board watched carefully the developments in relation to the future commissioning and governance arrangement between NHS Halton and NHS Warrington CCGs.

The Board was advised that there was a national requirement for CCGs to reduce the already stretched running costs by 20% by 2020/21. In addition, the ambition of the NHS Long Term Plan placed a greater focus on the streamlining of commissioning and place based integration and as such the Board were presented with details of how these costs could be reduced.

Three options were presented to the Board:-

- Do nothing;
- CCGs integrate with their respective Local Authorities; or
- Merger of the two CCGs.

The CCGs had decided to progress with their preferred option to merge the two CCGs.

Members raised numerous concerns with regards to the appropriateness of merging Halton and Warrington CCGs and the resulting dilution of the Halton Place agenda and the implications the merger would have on the medium and long term financial funding for health in Halton. The Board were subsequently informed that this option wasn't going to progress and further work would be carried out on options.

In February 2020, Dr Andrew Davies, Clinical Chief Officer for NHS Halton CCG, attended the Board again and outlined proposed future commissioning arrangements and the associated relationships between Primary Care Networks (PCNs), Place Based Integrated Commissioning and Commissioning at Scale. He also outlined the principles that will need to be in place to ensure that integrated commissioning and PCNs will be supported by the CCG. These included Primacy of Place, sovereignty, listening to the patient voice, engagement of Member practice and minimising costs of conformity.

At the time of writing this report, a proposal is due to be presented to NHS Halton CCG's Governing Body on the development of a Mid Mersey CCG which would cover the areas of Halton, St Helens and Warrington. The Board intends to continue to watch developments very closely.

Named Social Worker / Transition Team

Board Members were pleased to receive an update on the work of the Transition Team, based within the Care Management Division of Adult Services. It focussed on the continued use of the Named Social Worker (NSW) approach, following the provision of funding from One Halton for 2019-20. It was reported that since April 2019, when One Halton funding was identified, the Transition Team had continued to have an impact on the lives of young people. The intensive and pro-active work of the team, enhanced by the NSW approach, resulted in better outcomes for individuals at the same time as achieving cost savings.

AGE UK – Mid Mersey

In February 2020, the Board welcomed a presentation from the Chief Executive of Age UK – Mid Mersey regarding the range of commissioned services delivered to the people of Halton. This includes work on benefit maximisation, providing information and advice, and campaigning and lobbying for the interests of older people, in not only Halton, but St Helens, Knowsley and Warrington as well.

The Board recognised that the services were delivered using dedicated and highly experienced staff and volunteers.

POLICY

Public Health Annual Report 2018-19

The Board received the Public Health Annual Report (PHAR) 2018-19, which was in the form a short film and focussed on Workplace Health as its theme.

It was noted that each year a theme was chosen for the PHAR so therefore it did not encompass every issue of relevance, but rather focused on a particular issue or set of linked issues.

SCRUTINY REVIEWS

Deprivation of Liberty Safeguards (DoLS)

During 2019/20, the Board undertook a scrutiny review on DoLS. The review examined the Council's duties under legislation, the processes for fulfilling these duties and the protection arrangements that safeguards adults who lack mental capacity from risk of harm. As a result of the review, the Board were able to understand the impact of DoLS on the Council, the plans to embed legislative reform in light of the proposed Liberty Protection Safeguards and make a number of service improvement recommendations.

PERFORMANCE

The Health Policy and Performance Board has a key role in monitoring and scrutinising the performance of the Council in delivering outcomes against its key health priorities. Therefore, in line with the Council's performance framework, during the year the Board has been provided with thematic reports which have included information on progress against key performance indicators, milestones and targets relating to Health.

The Board also received information on how Halton compares within other Local Authority areas across the Northwest, via the presentation of the North West Annual Performance Report for Adult Social Care.

The Board also received reports through the year on key issues with respect to the quality of Care Homes and Domiciliary Care in the Borough. This included details of the 2019 Healthwatch Halton's survey on Domiciliary Care Services in Halton.

INFORMATION BRIEFING

During 2019/20, the Board continued to receive an Information Briefing Bulletin in advance of each of the Board meetings.

The Information Briefing is a way of trying to manage the size of the agendas of the Board meetings better. Including information on topics which were previously presented to Board as reports only for the Board's information now into the Information Briefing bulletin allows the Board to focus more on areas where decisions etc. are needed.

Example of areas that have been included in the Information Briefing over the last 12 months have included:-

- Local Accounts for 2017/18 and 2018/19
- Armed Forces
- One Halton All-Age Carers Strategy
- Adult Attention Deficit Hyperactivity Disorder (Adult ADHD) Service

WORK TOPICS FOR 2020/21:

At the Board's meeting in February 2020, a number of topics were considered for scrutiny.

Following discussion, it was agreed that the topic would focus on the integration of Adult Social Care with GP practices, as part of the One Halton GP Hub development.

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