

**REPORT TO:** Health and Wellbeing Board

**DATE:** 10 July 2019

**REPORTING OFFICER:** Simon Barber, Chair of the One Halton Provider Alliance and CEO at North West Boroughs NHS Foundation Trust

**PORTFOLIO:** Health and Wellbeing

**SUBJECT:** Provider Alliance Update Report June 2019

**WARDS:** Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 The purpose of this report is for the One Halton Provider Alliance to provide an update to the Health and Wellbeing Board. To provide assurances, document decisions made and where applicable seek approval.

## **2.0 RECOMMENDATION: That**

- 1) the report be noted;**
- 2) the Board notes the six priority areas (workstreams) identified by the Provider Alliance; and**
- 3) the Board approves the Terms of Reference for the Provider Alliance.**

## **3.0 SUPPORTING INFORMATION**

### **3.1 Provider Alliance Purpose:**

The purpose of the Provider Alliance is to bring about effective collaboration across the whole of the health and social care system in Halton and for the system to support an end to competitive behaviour between providers.

### **3.2 Provider Alliance Membership:**

The Provider Alliance is made up of the most senior leaders from:

- GP Health Connect (Primary Care Network)
- Widnes Highfield Ltd (Primary Care Network)
- Bridgewater Community Healthcare
- North West Boroughs Healthcare
- St Helens & Knowsley Teaching Hospital
- Warrington and Halton Hospitals
- Adult / Children's Social Care; Halton Borough Council
- Public Health; Halton Borough Council
- Two Voluntary Sector Representatives (includes Housing Sector)

- 3.3 Voluntary sector representation is expected to commence from July 2019, following a structured nomination process managed by Halton & St Helens Voluntary and Community Action.
- 3.4 In January 2019 it was agreed by all of the Providers that the lead for the Provider Alliance should be the GP Federations (now Primary Care Networks) and it was incumbent on the other providers to equip them to take on that role, recognising it would take time to embed. Simon Barber, Chief Executive of North West Boroughs was asked by the Primary Care Networks to Chair the Provider Alliance for at least six months.
- 3.5 **Governance:**  
The Provider Alliance is a decision making group that reports directly into Halton Health and Wellbeing Board. A note of all decisions made will be shared with the Health and Wellbeing Board.
- 3.6 The Provider Alliance will discuss proposals and ideas with Commissioners as required, but as a minimum they will come together quarterly at the One Halton Forum as a way of information sharing and ensuring Provider and Commissioner are in agreement on all matters One Halton.
- 3.7 The Health and Wellbeing Board is expected to hold the Provider Alliance to account for the delivery of services as part of One Halton.
- 3.8 **Meetings:**  
Since the last Health and Wellbeing Board, the Provider Alliance has met three times on 3<sup>rd</sup> April, 1<sup>st</sup> May and 5<sup>th</sup> June. A full day workshop took place on 31<sup>st</sup> May to consider priorities for Halton and how working collaboratively the Provider Alliance might focus on delivering improved outcomes through key priority areas.
- 3.9 **Key Decisions Made:**
- Terms of Reference were agreed. (Available as Appendix 1)
  - Halton Integrated Frailty Service has experienced some delays with the service start date; the £500,000 investment from Cheshire & Merseyside Health Care Partnership is planned to be spent in full, recruitment has commenced. It was agreed quarterly reporting will be required. The service will need to be evaluated in year, to ensure it is part of 2020/21 contracting discussions to seek recurrent funding.
  - One Halton has received £12,000 development funding from NW Leadership Academy. £4,000 has specifically been identified for the Provider Alliance and has so far been used to facilitate the Provider Alliance Workshop. The remaining funding is still being considered; it will be spent during this financial year.
  - Cheshire & Merseyside Health Care Partnership Place Based Matrix has been issued for Place to self-assess against excellence. Providers will review and comment to form part of the final submission from One Halton.

- The Provider Alliance had been tasked by the One Halton Board to review all of the One Halton projects and determine which ones should remain as One Halton. The current projects were reviewed in June; it was agreed to rationalise the number of projects and focus on the priority areas/workstreams identified. The work is ongoing.

### 3.10 The priority areas/workstreams are:

1. **Frailty** - This would include the delivery of the Halton Integrated Frailty Service. There would be a focus on older people and working collaboratively on this cohort group. The intention is now to involve more providers from the Alliance in the shape and delivery of the model.
2. **Place Based Integration** - Providers working collaboratively together towards an integrated and colocated model of service delivery aligned to the Primary Care Networks. The integration will focus on multi organisational rather than individual multidisciplinary teams and will now involve more providers from the alliance in the shape and delivery of the model.
3. **Primary Care Networks** - Establish Primary Care Networks in Halton to support the delivery of the NHS Long Term Plan. These are currently led by the GPs, however will encompass wider Primary Care, Community and Social Care.
4. **Population Health/Prevention** - There will be a focus on the Making Every Contact Count training and approach, specifically expanding the scheme across all of the providers in Halton.
5. **Workforce** - This has been identified as a priority, not an enabler. This would involve capitalising on the strengths of the individual providers in order to promote employment opportunities across providers and across Halton, with schemes such as rotational roles across Halton employers, career promotion in schools and creating a healthy workforce.
6. **Information Management** - This priority is cross cutting across the other five areas and would be embedded in all work areas to provide ease of data sharing across Halton.

### 3.11 Warrington & Halton Hospitals NHS Foundation Trust / Bridgewater Community Healthcare NHS Foundation Trust.

The two organisations have demonstrated their increased collaboration throughout Provider Alliance Meetings and at the Workshop. A detailed update of their closer working arrangements will be provided at the Health & Wellbeing Board 10<sup>th</sup> July 2019.

## 4.0 POLICY IMPLICATIONS

n/a

## **5.0 FINANCIAL IMPLICATIONS**

- 3.1 The Provider Alliance will need financial investment into some of the workstreams/projects. This will be formalised through Project Initiation Documents over the coming weeks to identify specifically what is required, when and potentially where from. It is expected that this funding will come from the Place-based funding that has been approved by the Cheshire & Merseyside Health Care Partnership.

## **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **6.1 Children and Young People in Halton**

The Provider Alliance will strive to improve outcomes for Children and Young People in Halton. It will move away from individual organisations focussing on specific conditions, to a population health focus delivered in a collaborative approach.

### **6.2 Employment, Learning and Skills in Halton**

The Provider Alliance has identified Workplace as a key priority area. To make Halton a preferred place to work, Providers have agreed to adopt shared workforce roles which could see employees working across multiple different employers in Halton whilst maintaining the one contract.

### **6.3 A Healthy Halton**

The Provider Alliance priorities identify workstreams specifically to achieve a Healthy Halton. Population Health and Prevention projects will be delivered collaboratively across Halton.

### **6.4 A Safer Halton**

None

### **6.5 Halton's Urban Renewal**

None

## **7.0 RISK ANALYSIS**

n/a

## **8.0 EQUALITY AND DIVERSITY ISSUES**

n/a

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## **9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

**None under the meaning of the Act**

**Appendix 1 – Terms of Reference**

## One Halton Provider Alliance Terms of Reference

### PURPOSE

1. The Provider Alliance is established and constituted to provide the Health & Wellbeing Board with an update on the activities of and the decisions taken by the Alliance in order to advance the aims of One Halton.
2. The Provider Alliance will bring about **real and effective collaboration** across the whole of the health and social care system in Halton and for the system to support an end to competitive behaviour between providers.
3. The **Provider Alliance will** work towards a Provider Alliance model so that the commissioners in the borough can identify with a lead of the Provider Alliance

**REPORTS TO:** Halton Health and Wellbeing Board.

### CONFLICTS OF INTEREST

4. To ensure that the meeting is managed effectively for conflicts of interest, the following principles will be adopted:
  - Chairs must consider any known interests of members in advance, and begin each meeting by asking for declaration of relevant material interests.
  - Members must take personal responsibility for declaring material interests at the beginning of each meeting and as they arise.
  - The Vice Chair (or other non-conflicted member) must chair all or part of the meeting if the Chair has an interest that may prejudice their judgement.
5. If a member has an actual or potential interest the Chair must consider the following approaches and ensure that the reason for the chosen action is documented in minutes or records:
  - Requiring the member to not attend the meeting.
  - Excluding the member from receiving meeting papers relating to their interest.
  - Excluding the member from all or part of the relevant discussion and decision.
  - Noting the nature and extent of the interest, but judging it appropriate to allow the member to remain and participate.
  - Removing the member from the group or process altogether.
6. The default response should not always be to exclude members with interests, as this may have a detrimental effect on the quality of the decision being made. Good judgement is required to ensure proportionate management of risk.

## **DUTIES/ FUNCTIONS:**

7. The functions of the group can be categorised as follows:

- **Governance**
  - The Provider Alliance shall have regard to the work of the Integrated Commissioning Group recognising that there is a role for BOTH the providers and commissioners in achieving the purpose of the Provider Alliance and the aims of One Halton
  - The Provider Alliance is a decision making group and reports directly to the Health & Wellbeing Board.
  - The statutory sector providers in the Provider Alliance will work with the Primary Care Networks to equip them to take on the role of **lead for the Provider Alliance**.
  
- **Management & Assurance**
  - The Alliance shall oversee the work programmes of One Halton that relate to provision of services in order to gain assurances that the business of each programme is being conducted effectively.

## **MEETINGS**

8. The Provider Alliance will meet once a month.

## **MEMBERSHIP**

9. The group shall be comprised of:

- Board Chair; GP Health Connect
- Managing Director; Widnes Highfield Ltd
- Chief Executive; Bridgewater Community Healthcare
- Chief Executive; North West Boroughs Healthcare
- Chief Executive; St Helens & Knowsley Teaching Hospital
- Chief Executive; Warrington and Halton Hospitals
- Director of Adult Social Care; Halton Borough Council
- Director of Public Health; Halton Borough Council
- Voluntary Sector Representative

## **IN ATTENDANCE**

10. Where appropriate other members of staff may be invited to attend the meetings of the group.

## **QUORUM**

11. A quorum shall be a minimum of 4 members consisting of at least 1 Primary Care Network representative, 1 representative from Halton Borough Council and 1 representative from the hospital/community providers.

## **AGENDA**

12. The agenda will be agreed with the chair of the meeting and circulated in advance of the meeting
13. The minutes of the meeting will be distributed within 7 days.
14. The meeting will be administered by the One Halton Project Administrator.

## **REPORTING MECHANISMS**

15. The group will provide a written report to each Health & Wellbeing Board meeting.

## **REVIEW**

16. The Terms of Reference of the Provider Alliance will be reviewed annually.

Date: April 2019

Date of next review: March 2020