

**TITLE OF REPORT: Gateshead Cares System Board: Update and Planning
for the new health landscape**

Purpose of the Report

1. To provide an update to the Health & Wellbeing Board on the work of the Gateshead Cares System Board and its planning arrangements in preparation for the new health landscape from April 2022.

Background

2. The Government has published various guidance on the integration of health and care on a range of footprints – at a regional level through Integrated Care Systems (ICSs) and at Place level through local partnership arrangements. The government's NHS White Paper 'Working together to provide health and social care for all' has shaped the Health & Care Bill that is currently having its 2nd reading in the House of Lords.

NHS White Paper and Health & Care Bill 2021:

3. The origins of the NHS White Paper go back to 2019, when the Secretary of State for Health and Social Care asked NHS England to identify what legislative changes were needed to fulfil the ambitions of the ten-year NHS long term plan (making sure everyone gets the best start in life; delivering world-class care for major health problems; and supporting people to age well).
4. In late November 2020, NHS England/Improvement (NHSE/I) issued a consultation document 'Integrating Care: Next steps to building strong and effective integrated care systems across England'. The document set out a proposed direction of travel for ICSs as well as options for giving ICSs a firmer footing in legislation. A response to the consultation was prepared by the Health & Wellbeing Board on behalf of the Gateshead System and submitted to NHSE/I.
5. In February 2021, the NHS White Paper was published with a view to setting out the case for a new legislative framework to facilitate greater collaboration within the NHS and between the NHS, local government and other partners, and to support the recovery from the pandemic. The Health and Care Bill 2021 is intended to provide the legislative framework required to implement these proposals.
6. A key theme of the White Paper is 'working together to integrate care' and it is proposed that the Health & Care Bill will support two forms of integration:

- Removing barriers *within* the NHS and making ‘working together’ an organising principle. NHS bodies (NHSE, ICSs and providers) will have a “triple-aim” duty of better health and wellbeing for everyone, better quality of health services for all individuals, and sustainable use of NHS resources.
 - Greater collaboration *between* the NHS, local government and wider delivery partners to improve health and wellbeing outcomes for local people. There will be a broad duty to collaborate across the health and care system with the expectation that local authorities and the NHS will be work together within their ICS.
7. The challenge for areas at Place level, such as Gateshead, is to ensure that the integration of health and care progresses in a way that is consistent with the ‘primacy of place’ principle and is directed at working towards local aspirations and addressing local priorities in response to local needs.

Gateshead Cares – Gateshead Health & Care System:

8. The Gateshead system (*Gateshead Cares*) developed its aspirations to secure joined up health and care to meet the needs of their communities through an Alliance Agreement in April 2021 that built upon a MoU that had already been in place. A report on the development of the Agreement was considered by the Health & Wellbeing Board at its meeting in March 2021.
9. The Alliance Agreement provided an opportunity for the Gateshead system to set its stall out, making the most of the relationships that had been developed at Place over a long period and looking to maximise benefits for the Gateshead population in the future. The Agreement supports the Gateshead Thrive agenda and it is intended to facilitate further progress towards integrated commissioning and delivery of health and care services across Gateshead.
10. The Alliance Agreement covered:
- Vision and core objectives of the Gateshead Health & Care System
 - Values and principles of joint working
 - Governance Arrangements
 - Programme Areas to be included within the Agreement
11. Five programme areas were initially identified for inclusion within the Alliance Agreement on the basis that they were ‘ripe’ for a system wide integrated approach to support their development and delivery:
- (i) Children & Young People Best Start in Life: SEND (including transition to adulthood)
 - (ii) Older People: Older Persons Care Home Model (now expanded to Adult Care Home Model)
 - (iii) Older People: Frailty (Strength & Balance)
 - (iv) Mental Health Transformation
 - (v) Development of Primary Care Networks (PCNs)

Gateshead Cares – Update on the 5 Programme Areas

12. The following is a summary update on each of the five programme areas included within the Alliance Agreement:

Children & Young People Best Start in Life: SEND (including transition to adulthood)

13. This programme of work focuses on Special Educational Needs & Disability (SEND) and seeks to give every child the best start in life, a key aim of Gateshead's Health & Wellbeing Strategy. The foundation for a healthy life starts in early life and extends throughout childhood and it is recognised that support needs to be tailored to meet the particular needs of children and young people and their families. The programme also supports the aim of the Health & Wellbeing Strategy to enable all children, young people and adults to maximise their capabilities and have control over their lives.

14. The current position in relation to this programme of work can be summarised as follows:

- Health input **into Education Health Care Plans (EHCPs)** - Training and Awareness sessions have been developed and have been well received by Education settings and Health services.
- A **review of the SEND Information and Advice Service (SENDIASS)** service is underway with a view to this service being jointly commissioned.
- SEND EHCP/Health service **Audits are now embedded** and an action log produced to take forward any areas identified for improvement.
- Significant **investment into the Designated Clinical Officer Role (DCO)**, now a full time post which has successfully been recruited into and will be in post early in the New Year.
- Significant progress has been made in the **development of a joint LA/Health SEND data** dashboard.
- The **Speech and Language Therapy service review is complete**, and a formal report is to go to the CCG Executive Committee.
- A **review of the 0 – 5 service provision for ASD/Autism pathways** and service provision is taking place.
- An overarching **system wide Children's strategy is being developed** (first draft towards the end of December).
- A **draft SEND strategy has been produced** and is being shared with key partners for comment and input.
- An initiative to **promote Learning Disability Health checks for 14 – 25 years olds is underway** across primary care, education and families.

- Significant work is ongoing **to increase the voice of the child** - a teenage resource is being developed with young people; a SEND youth forum has been developed.
- **Information leaflets and being updated** to raise the awareness and increase in the number of families accessing Personal Health Budgets.

Older People: Older Persons Care Home Model (now expanded to Adult Care Home Model)

15. Gateshead Cares is committed to shifting the balance of services towards community support with a focus on prevention, early help and self-help to avoid hospital admissions; developing integrated care and treatment for people with health and care needs; minimising the length of stay in acute settings and supporting home first discharge arrangements where feasible. Where care homes are required to meet peoples' needs, it is recognised that provision has to be sustainable and responsive to the particular needs of the adults they cater for. This is consistent with the commitment within Gateshead's Health & Wellbeing Strategy to integrate how we plan, make decisions and provide health and social care.
16. This programme of work initially focused on the development of an Older Persons care home model to ensure a safe, appropriate, integrated and cost-effective care home service for Gateshead people. The challenges posed by the pandemic have further demonstrated the importance of a sustainable and responsive model going forward. The programme has since been expanded to focus on a care home model for all adults across Gateshead Place that incorporates lessons from the pandemic and changes in national policy e.g. hospital discharge policy etc.
17. The current position in relation to this programme of work can be summarised as follows:
 - The following **workstreams are being pulled into one** overarching project:
 - Older Persons Care Homes
 - Working Age Care Homes
 - Promoting Independence Centres – Short Term
 - Mental Health Specialist Centres – Short Term
 - **Discharge to Assess policy** is confirmed beyond March 2022.
 - Short term **contracts are being developed to** secure capacity to **meet discharge requirements** until at least the end of March 2022.
 - New **60 bed Promoting Independence Centre building** being built in Felling.
 - **Fees and grant support agreed** for the full financial year for all care homes.
 - **Providers are being engaged** on the development of new models.
 - Data analysis and **future demand analysis** is being reviewed due to pandemic impact.

- **Engagement and Consultation on Models** to commence in December / January.

Older People: Frailty (Strength & Balance)

18. The Frailty Vision for Gateshead is to provide a proactive integrated approach to service delivery to support prevention, anticipation of functional decline, early intervention and timely care in line with an individual's needs and wishes, by the most appropriately skilled clinician. The ultimate aim is to keep people happy, healthy and at home. This is consistent with Gateshead's Health & Wellbeing Strategy and, in particular, the aim to strengthen the role and impact of ill health prevention.
19. It is well recognised that one of the most valuable interventions in helping people to stay healthy and on their feet for longer is targeted strength and balance training (Consensus Statement on Healthy Ageing. BGS Fit for Frailty, NICE). The current position in relation to this programme of work can be summarised as follows:
 - **£300,000 inequalities funding identified** to secure the pathway for 3 years.
 - Strength & Balance **Development Group** formed – **developed end to end Strength and Balance Pathway** for Gateshead across 3 levels:
 - OTAGO exercise programme – level 3;
 - Falls Management Exercise (FaME) – level 2;
 - General physical activity aiming to support people to keep active as they age – level 1.
 - **Core Commissioning Group established** to implement commissioning arrangements for pathway.
 - FaME and Group OTAGO **service specifications being developed.**
 - **Staying Steady** (FaME programme) recommenced **delivery by Older People's Assembly** from April 2021.
 - **Active at Home Programme continuing** to deliver **Strength & Balance services** to individuals who are at risk of deconditioning due to the impact of the pandemic – 1:1 support in own homes and by phone. Jointly provided by Gateshead Health FT Community services and Gateshead Leisure services staff.
 - **Key areas of focus for future** – to agree and implement a **commissioning approach up to March 2024.**

Mental Health Transformation

20. This programme of work is around transforming mental health care for the benefit of local people and is consistent with the aim of the Health & Wellbeing Strategy to enable all children, young people and adults to maximise their capabilities and have control over their lives. The programme recognises that positive emotional health increases life expectancy, improves our quality of life, increases economic

participation, improves educational attainment and facilitates positive social relationships.

21. The current position in relation to this programme of work can be summarised as follows:

- Recruitment undertaken for **Mental Health Practitioner roles for each PCN.**
- **Project Manager recruited** to support Mental Health Transformation – start date 6 December 2021.
- Recruitment to commence for **Peer Support Worker roles:**
 - Task and finish group in place to oversee the introduction of the roles;
 - Working in conjunction with PCNs, Voluntary Sector and the Council to understand how the roles will connect with other roles.
- Urgent and Crisis support:
 - **Together in a Crisis (TIAC) service under review** – task and finish group set up. Review to be complete by December 2021 with recommendations for future ways of working.
- Residential Care:
 - **Beds under review**
 - Working with the service and partners to **reshape the offer**
 - Report and **recommendations imminent**
- **Expansion of existing services** to address rising demand – e.g. Tyneside Mind helpline.

Development of Primary Care Networks (PCNs)

22. This programme of work recognises the important role that Primary Care Networks (PCNs) play as part of Gateshead Place and identifies key areas of focus to support their development. As such, it supports a number of strands of Gateshead's Health & Wellbeing Strategy, including the aim to strengthen the role and impact of ill health prevention.

23. PCNs also have a key role to play in taking forward locality working arrangements across our system and in building Place from communities, complementing the work being taken forward by the Council and VCS.

24. Focused sessions are held with PCN Clinical Directors to discuss how the System can best support PCNs and how PCNs can support the work of the broader system.

25. The current position in relation to this programme of work can be summarised as follows:

Workforce Development

- **Additional Roles:**
 - Paramedics - 1 in post in Inner West; and Central and South planning to recruit.
 - Adult mental health practitioners – 5 recruited, due in post early 2022, and two PCNs aiming to recruit additional 2 MHPs by April 2022.
 - Children’s Mental Health Practitioners – training posts now established in all PCNs.
 - Physician Associate – 1 appointed in Central and South.
 - Care Co-ordinators – 10 to be appointed in Central and South.
- **PCN workforce plans for 2021/22** collated and submitted to NHS England.
- Primary Care **Strategic Workforce lead in post** – hosted by Gateshead CBC Federation.
- **Practice Nursing Training Needs** analysis underway.

Integrating Care

- Implementation of **Enhanced Care in Care Homes**
 - Implementation Group established to problem solve system wide issues.
- **Roll out of technology into care homes** – i.e. Healthcall Project – currently underway.
- **Community Multi-Disciplinary Teams** now operating in all 5 PCN areas.

Primary Care Access

- National General Practice **Access Data mapping** completed by all Gateshead practices.
- CCG data on current levels of primary care activity now produced on weekly basis and shared with practices.
- NHSE&I **Time for Care team** – held workshops with PCN Strategy Group - identified priority areas to address at system level – Access and Inequalities.
- Discussions on future commissioning arrangements for **Extended Access** services in Gateshead commenced.
- **Extra care same day access** discussions ongoing across the Gateshead system in terms of resilience and equity to support primary care.
- Local **Winter Resilience Funding** available to support same day access over the winter period.
- Plans developing with **community pharmacies** to increase referrals to the Community Pharmacy Consultation Service.

People @The Heart (Multiple Complex Needs Transformation)

26. Although it is not one of the five programmes within the current iteration of the Gateshead Cares Alliance Agreement, the Gateshead System previously agreed to develop a Multiple and Complex Needs (MCN) Transformation Initiative across Gateshead. The initiative supports Gateshead's Health & Wellbeing Strategy which makes a commitment to integrate our health and care services whilst ensuring they are placed based and bespoke to the needs of individuals.
27. A partnership including Fulfilling Lives, Oasis Community Housing and local consultants took forward the transformation initiative in order to:
 - Yield new insights into the ways in which the Gateshead system is dealing with people experiencing MCN;
 - Reveal where over-complexity within the system is working against the achieving of outcomes;
 - Highlight where innovation has enabled better outcomes for those with MCN;
 - Make recommendations for the rationalising of the multiple professional contexts concerned with MCN issues;
 - Leverage improvement within the system that will benefit both service-users and professionals.
28. An evidence base was developed which included the voice of people with lived experience. This led to a report which sets out an approach that puts 'People @ the Heart' by combining a series of drivers for change. The approach includes specific priorities, principles, and practices that could be adopted to improve the effectiveness of the system. A Programme Manager is currently being recruited to help take forward key recommendations from the report.

Gateshead Cares Enablers of Integration

29. The Gateshead system recognises the importance of key 'enablers' of health and care integration at Gateshead Place and, in particular, workforce and the digital agenda. These enablers support and underpin the work of Gateshead Cares as a whole and support Gateshead's Health & Wellbeing Strategy aims to create the conditions for fair employment and good work for all, and to create and develop sustainable place and communities.

Gateshead System Leadership Development Programme

30. The System Leadership Development Programme was launched to respond to the growing need for senior leaders to work within and across an increasingly complex system.
31. The main focus of the programme has been the development of local system leadership capacity and capability, whilst at the same time contributing to the delivery of local health and care priorities. It has been designed to complement development programmes of individual partner organisations.

32. The first cohort of participants are coming towards the end of the programme and includes senior clinicians, managers and social care professionals working across health and care in Gateshead.
33. The Leadership Programme has recently been reviewed by the Gateshead System Board and it has considered a number of recommendations relating to rebranding; introducing a greater focus on inequalities, the primacy of place and human learning systems; arrangements for selecting future cohorts; and delivery of the programme.

Gateshead Cares Workforce

34. Colleagues with lead responsibility for Organisational Development, HR and Workforce from Gateshead Cares Alliance members have come together with some clinical colleagues from nursing and social care, to develop the Gateshead Care Workforce group. The group held a facilitated workshop in November, and identified the following areas as priorities:
 - Joint Apprenticeships/Placements and Additional Responsibility Roles
 - Workforce supporting people with Multiple/Complex Needs
 - Leadership and Continuing Workforce Development (CWD)
35. It was also agreed to seek quick wins/better connectivity between our workforce teams that are focusing on:
 - Employee Wellbeing
 - Inequalities
 - Prototyping and Developing
36. The Group is going to continue to meet every 6 weeks; whilst there is strong commitment from all parties, there is a lack of project management capacity within the group, which needs to be resolved. From a wider system perspective, the group has strong links with the ICS Workforce Board (the Service Director for Adult Social Care represents Adult Social Care regionally at the Board), and with ICP North Workforce workstreams.

Digital Inclusion

37. A group of colleagues across the Gateshead Cares Alliance, with representatives from the voluntary sector have been meeting to develop a work programme to address Digital Inclusion. There is a significant amount of work going on in various parts of Gateshead to better understand and address digital exclusion, but the group have identified the need to better connect and manage these activities. The CCG have just been successful in securing some funding to take forward this work, and a plan is being developed with the aim to join up the existing digital inclusion activities, better enable our ability to bid for national funding and pump prime some further opportunities. This will be planned in synergy with work being taking forward in respect of the VCSE.

Great North Care Record (GNCR)

38. Through the Service Director for Adult Social Care, Gateshead leads the regional Social Care GNCR group and is in a prime position to take forward its implementation. It is identified as a fast adopter of the integrated health and care records facilitated by the Great North Care Record. From an ICS perspective, the Chair of the Gateshead Cares System Board has a clinical role in respect of the Digital Care Programme team; this means that Gateshead is very well placed to benefit from the integrated care record programme going forward.

Gateshead Cares Planning for New Health Landscape

39. The Gateshead Cares System Board held a planning session in preparation for the changes to the health landscape from April 2022. As part of its discussions, it considered national NHS guidance on 'Thriving places: Guidance on the development of place-based partnerships' and developed a response to key questions raised by the guidance (the questions were identified in advance of the planning session to shape and guide the discussion).
40. A summary of key points from the guidance and a response to the questions raised is set out at Appendix 1 of this report. They cover:
 - The geography of Gateshead Place;
 - Responsibilities and functions to be carried out at place level;
 - Delivery;
 - ICS support needed;
 - Supporting providers;
 - Governance, decision-making and accountability;
 - Engagement;
 - Working with people and communities;
 - Resources and delegation at Place;
 - Governance and decision-making arrangements
 - Accountability arrangements;
 - Leadership & workforce development;
 - Leadership skills and capabilities.
41. Partner organisations are encouraged to discuss the comments on the document within their own organisations. It is recognised that the position will be an evolving one as we receive more clarity nationally and from the ICS on future arrangements. Our aim is to be on the front foot in Gateshead and it is hoped that the document will help with that and will generate a useful debate that we can build upon going forward.

Gateshead Cares Principles on Ways of Working

42. During the planning sessions on preparing for the new health landscape, the System Board also reviewed its principles on ways of working as set out in the Gateshead Cares Alliance Agreement (see Appendix 2 of this report).

43. The Board reconfirmed its commitment to the principles on working arrangements within the Alliance Agreement and it was felt that they should continue to shape our working arrangements at Place going forward.
44. Discussions at the Planning session also highlighted the need to strengthen these principles further / add to them as follows in preparation for the new health landscape:
- Build upon the working arrangements that we already have at Gateshead Place, don't dilute or diminish them.
 - Our working arrangements for Gateshead Cares should continue to be determined at Gateshead Place level by Gateshead Cares partners.
 - Seek to do all we can at Gateshead Place level (unless there is a compelling reason that it will add specific value to do otherwise e.g. at ICS level) i.e. a bottom-up approach should always be applied, consistent with the overarching 'primacy of place' principle.
 - Where programmes of work are undertaken at scale, Gateshead Place will articulate what it wants from those programmes.
 - Secure optimum autonomy and delegated budgets for Gateshead Place.
 - Initiatives / programmes of work to address health inequalities should be focused at Gateshead Place and at community (locality) levels within Gateshead Place.
 - Whilst the overriding focus of 'Gateshead Cares' should continue to be Gateshead Place, it will continue to shape and influence working arrangements at broader geographies.
45. It is envisaged that the updated principles can be used to test emerging governance arrangements at Gateshead Place and future relationships with the ICS. Partner organisations are also encouraged to consider these principles as part of discussions within their own organisations.

Recommendations

46. The Health and Wellbeing Board is asked to consider:
- (i) the Gateshead Cares System Board update on the work programmes set out in this report;
 - (ii) the response of Gateshead Cares to questions posed by national guidance on 'Thriving places: Guidance on the development of place-based partnerships', set out at Appendix 1 of this report;
 - (iii) revised principles on ways of working set out at Appendix 2 of this report.
47. Partner organisations are also encouraged to discuss the documents within their own organisations, recognising that this is an evolving picture at Gateshead Place.
48. The Board is also asked to agree to receive further updates on a rolling basis on the programmes of work of Gateshead Cares as part of its Forward Plan.

CONTACT: John Costello (Ext 2065) johncostello@gateshead.gov.uk