

**TITLE OF REPORT: Delivering Better Health & Social Care
Outcomes for Newcastle and Gateshead
'Statement of Intent'**

1. Purpose of the Report

To update the Health and Wellbeing Board on a Statement of Intent that has been agreed by the Accountable Officers across Gateshead and Newcastle 'Delivering Better Health & Social Care Outcomes for Newcastle and Gateshead'.

2. Background

Accountable Officers (AOs) across the Gateshead and Newcastle Health and Social Care system have been collaborating on the development of an approach to system redesign. The AO Group includes the Chief Executives of both local authorities, the Foundation Trusts (acute healthcare and mental health) and the CCG.

The AOs have come together in acknowledgement of the need to work collaboratively, beyond the usual planning frameworks, to mitigate the impact of the severe cuts across both health and social care.

The group identified that investment in preventative social care and public health, and other areas where there is no statutory duty, are particularly under threat but are of critical importance to the longer term sustainability of the local health and social care system.

3. Development of a Statement of Intent

Accountable Officers identified the need for arrangements that:

- Ensures a clear and shared purpose across health and social care where decisions are made in the best interests of the whole system;
- Provides the basis for collective decision making;
- Enables a whole system approach to be developed for health and social care – planning; financing; decision making for commissioning and delivery;
- Helps in reducing budget pressures across health and social care.

One of the key outputs from this work last year was the development of a Statement of Intent (attached as an Appendix) which commits the partners to work together in developing a long-term approach to the health and social care economy of Gateshead and Newcastle beyond the timeframe of any individual planning cycle.

4. The Statement of Intent - a framework to progress local discussions

The Statement of Intent was signed by Accountable Officers at their meeting on 27th January 2017. Given the significant financial and other challenges facing the local health and care economy, the Statement of Intent provides a framework to progress discussions at a local level on such issues as:

- a long term approach to the health and care economy of Gateshead and Newcastle beyond the timeframe of existing planning cycles;
- the drivers of health and care spending and the impact of funding reductions on services and outcomes for local people;
- the robustness of different models of health and care delivery having regard to local needs, geography and circumstances;
- the initiation of work leading to proposals for new and innovative health and care interventions;
- governance arrangements across a complex health and care landscape.

This may lead partners to the Statement of Intent to revisit the planning assumptions of national bodies, making representations to national funding bodies for changes in funding, targets, regulation and reward to enable them to better serve the interests of the people of Gateshead and Newcastle.

It is also envisaged that the process of working together will lead to practical proposals in the short and longer term, including through the development of preventative health and social care. Clearly, the development of working relationships between local partners will be central to this.

5. Governance

In signing the Statement of Intent, it has been made clear that all substantive decisions relating to the future health and social care of Newcastle and Gateshead remain the responsibility of the Boards of Governance and Councils; and that any proposals for substantive change will need to be brought before these in the usual manner.

6. Recommendations

The Health and Wellbeing Board is asked to note the signing of the Statement of Intent.

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Delivering Better Health and Social Care Outcomes for Newcastle and Gateshead

Statement of Intent

January 2017



1. Introduction and Background

Newcastle and Gateshead face persistent and high levels of health inequality and Council social care budgets are being cut as resources have fallen and are vulnerable to further cuts. Investment in preventative social care and public health, and other areas where there is no statutory duty, are under particularly acute threat.

The NHS in the area is facing a different but no less difficult set of challenges. With service demand rising and constrained budgets within the NHS itself and the impact of reduced social care impacting discharges and other areas, the system is under considerable strain, with falling performance outcomes in some areas and increasing incidences of budget deficits.

Joint working across health and local government including but extending beyond the integration of health and social care could play an important role in reducing budget pressures and improving outcomes. It could also play a role in sustaining and developing the economy of the region. Health and social care are a key part of the economy, in terms not only of employment, but also innovation and as a growing export industry. The issue is how best to enable a whole system approach to be developed which is more robust and fit-for-purpose yet realistic building on the excellent work already underway between a range of health and social care partners in the Newcastle and Gateshead area. The purpose of this Statement of Intent is to provide a framework to enable such changes to be made.

2. Parties

This statement of intent commits all the following parties to the actions set out in this document:

Gateshead Health NHS Foundation Trust
Gateshead Metropolitan Borough Council
Newcastle City Council
Newcastle and Gateshead Clinical Commissioning Group
Newcastle Upon Tyne Hospitals NHS Foundation Trust
Northumberland, Tyne & Wear NHS Foundation Trust

3. Vision

The vision of the partners is that Newcastle and Gateshead is a model for how every part of the health social care and third sectors can work together to enable the people they serve to live longer, healthier lives, supported by the very best services available.

4. Objectives

The objectives of the partners are as follows:

- A continuing and sustained improvement in the health and wellbeing of the people of Newcastle and Gateshead as evidenced by greater longevity and better outcomes from health and care interventions
- Greater equality of outcomes, enabling people from across Newcastle and Gateshead to share in the improvements to the health and care system
- The maintenance and development of the highest quality health and social care
- An appropriately integrated and well planned, effective delivery model for health and social care
- A robust health and social care economy that is efficient in its use of resources
- A delivery system that is responsive to the needs of users in the short term and additionally, in the longer term, supports communities to be more responsible for the achievement of these objectives.

5. Principles

In pursuing the objectives of this Statement of Intent the partners commit themselves to operating within a set of principles. These are as follows:

- A commitment to taking a strategic view of health and social care and the needs of communities, seeking long term improvement in outcomes for Newcastle and Gateshead residents.
- A commitment to protect and support existing high quality provision, managing change in a way that preserves excellent, efficient provision.
- An openness to change on the part of each organisation, with each being led by evidence and strategic ambition as well as budgetary requirement in the formulation and delivery of proposals.
- Subsidiarity will be central to the work of partners. – if something can be done by an existing organisation and it is best placed, it should be.
- Until or unless agreed otherwise, the activity of each partner organisation remains the responsibility of its Board/Council whose decision will be needed to change this.

6. Activities

The partners have agreed to start the process of joint working through a series of work streams bringing together local government and NHS partners. These areas of work are as follows:

Finance, Planning and Infrastructure

The development of financial modelling of the system: mapping existing financial flows across the Newcastle and Gateshead health and social care system, and modelling the impact of individual changes on system performance in order to understand how the impact of funding reductions is likely to impact on services and outcomes.

Innovation in Practice

Leading the development of innovation in practice, and the capacity to change what organisations do, helping organisations plan better, fund and manage their activities, so as to ensure that the process of working together leads to practical and actionable proposals both in the short and longer term including through the development of preventative health and social care.

System Re-design

Developing an analysis of the institutional landscape of the Newcastle and Gateshead Health and Social Care system; understanding the inter-relationships; jointly developing and testing the robustness of different models of health & social care delivery), making a balanced assessment of each and recommendations for one or more models to be considered for further development.

Strategy and Communications

Building an understanding of the drivers of health and social care spending for Newcastle & Gateshead, a ready means of communicating these and leading the development of a plan to engage all parties in responding to these findings.

These areas of work will be led by chief executives with agreed lead roles. Other important supporting work, for example in relation to workforce issues, will be taken forward by the Joint Programme Board, reporting to the Chief Executives.

7. Relationship to Regional and National Planning Including the STP

This Statement of Intent commits the partners to work together in developing a long-term approach to the health and social care economy of Newcastle and Gateshead beyond the timeframe of any individual planning cycle. However, this work must be cognisant of the requirements of national funding bodies including NHS England and in particular at present the requirement for each area to have a Sustainability and Transformation Plan. The partners are committed to an outstanding STP The initial work undertaken in Newcastle and Gateshead under the terms of this Statement of Intent has informed the development of the regional STP and will assist in its implementation. The same is true in relation to the North East Health

and Social Care Commission whose work the partners support and the outcomes of which should be mutually beneficial.

In signing this Statement of Intent, the partners agree to undertake work which will lead to proposals for new and innovative health and social care interventions. This may lead them to wish to revisit the planning assumptions of any and all national and regional bodies, making representations to National Government bodies for changes in funding, targets, regulation and reward to enable them to better to serve the interests of the people of Newcastle and Gateshead.

8. Governance

In signing the statement of intent, the Chief Executives of all partners acknowledge and agree both that: all substantive decisions relating to the future health and social care of Newcastle and Gateshead remain the responsibility of the Boards of Governance and Councils; and, that proposals for substantive change will need to be brought before these in the usual manner. However, to facilitate this, and to engender a new level of cooperation between partners, the Chief Executives agree to undertake the work needed to formulate a new light touch governance mechanism at which representatives of the governance bodies of every partner can meet and agree the recommendations of each will take to its constituent body for recommended decision.

Name	Signature	
Louise Robson		The Newcastle upon Tyne Hospitals  NHS Foundation Trust

Name	Signature	
Pat Ritchie		Newcastle City Council 

Name	Signature	
Ian Renwick		Gateshead Health  NHS Foundation Trust

Name	Signature	
Mike Barker		 Gateshead Council

Name	Signature	
John Lawlor		Northumberland, Tyne and Wear  NHS Foundation Trust

Name	Signature	
Mark Adams		 Newcastle Gateshead Clinical Commissioning Group