

**GATESHEAD METROPOLITAN BOROUGH COUNCIL**  
**CARE, HEALTH AND WELLBEING OVERVIEW AND SCRUTINY COMMITTEE**  
**MEETING**

**Tuesday, 8 December 2020**

**PRESENT:** Councillor S Green (Chair)

Councillor(s): M Charlton, W Dick, K Ferdinand,  
B Goldsworthy, M Goldsworthy, M Hood, I Patterson,  
J Wallace, A Wheeler, P McNally, M Hall, J Lee, J Gibson,  
Diston, K McClurey and B Oliphant

**APOLOGIES:** Councillor(s): R Mullen and H Haran

**CHW181 MINUTES OF LAST MEETING**

The Committee agreed the minutes of the last meeting held on 8 September 2020 as a correct record.

**CHW182 BRIEFING IN RELATION TO MENTAL HEALTH PROVISION AT QE HOSPITAL**

The Committee received a briefing paper outlining the modernisation of the Older Persons Mental Health inpatient ward (Sunniside) to provide a ward which meets CQC and Department of Health requirements to reduce dormitory accommodation and provide each client with their own single room with ensuite.

The Sunniside Unit is a functional Mental Health ward based currently within the Tranwell Unit at Queen Elizabeth Hospital. When it was first built, it was a modern mental health unit, with 3 dormitories with 3 beds in each and 7 side rooms. However, the type of ward is now not suitable for Older Person's Mental Health needs and the Department of Health has committed to eradicating dormitories within inpatient mental health services. In July 2020, the Trust received notification from NHSE/I that funding was to be made available for Trusts to eradicate dormitories. The Trust submitted a bid in against this funding which was successful which will allow for the new Sunniside Ward to be built adjacent to and to the same standard as the Trust's it's Cragside organic mental health unit which was refurbished in 2019 to a high specification.

The Older Persons' Mental Health pathway supports clients to remain in the community for care and treatment with the inpatient areas only used to support those clients in crisis who are unable to remain safely at home. Performance data identified from 1/11/2019 until 30/4/2020 shows that the average bed usage for Sunniside was 10-11 beds.

The new facility reflects the change in National policy direction in relation to the

reduction in inpatient beds, opting for a more “community” focus aimed at keeping more patients within their own homes for care and support. In addition the Trust has dovetailed its provision to reflect the newly established “older persons Crisis Team” in collaboration with CNTW with the aim of providing intensive community support to further support clients who traditionally at one time would be admitted, but now can safely remain at home. This has been successful in adult services in providing a high quality and safe service to enable clients to stay in the community and reduced the need for an inpatient stay. This is still in its infancy within the Gateshead Boundary for Older Persons’ but in looking at crisis services throughout the country there is a strong evidence base that demonstrates the need for inpatient beds has reduced, with a more focussed approach on care in the community. The service is also working closely with the Local Authority Social Services Department to support patients’ needs to facilitate a timely discharge and support people at home to reduce admissions using excellent pathways and integrated system working.

A review was undertaken to identify if the current Sunnyside footprint would be suitable to undergo a refurbishment to eradicate dormitories. However, owing to its linear footprint this would not eradicate mix sex accommodation breaches which breaches CQC regulations and is a risk the Trust carries. Space to build a new Sunnyside Unit was secured next to Craggside. This will provide a 10 single room ensuite purpose built new functional mental health ward, which will meet Department of Health and CQC regulations going forward. As the ward will be conjoined to Craggside this will also assist with any unprecedented surge in demand issues and assists in supporting safe cohort/outbreak management during infection outbreaks.

National guidance has changed to reflect the need for inpatient mental health accommodation to abandon the old-style dormitory accommodation and modernise with single en-suite accommodation being available for all acute bed-based MH patients.

The OSC was advised that GHNFT has an excellent reputation for delivering high quality care and is delighted to be able to get this development underway to better service Gateshead residents.

The opportunity to bid for the funds to support the development of the facility to address the issues only began in July 2020 and over the last 6 months GHNFT with QEF colleagues have worked tirelessly to get the application completed and the detailed plans drawn up using a variety of expertise including feedback from patients/user/carers staff and system colleagues including the LA and CQC.

The process had been extremely challenging as the Trust was competing in a national process and must guarantee expenditure of the funds allocated within the current financial year, however they had been successful in this endeavour.

A group had been set up within the hospital to realise this project with input from the client group, ward staff, consultants, estates department, and management team. Whilst this group would be the steering group to support successful delivery of the building a number of stakeholder events are being planned to gain ideas and views of décor/colours/artwork etc. Neighbours to the build have been informed of the plans and ground works have commenced as the stipulation from NHSE/I was that

the build must be completed by end of March 2021. Whilst this is a tight timescale, the Trust and the staff are enthusiastic and committed to providing a high-quality ward for the clients and for the staff to work in it.

- RESOLVED -
- i) That the information be noted
  - ii) The Committee wished to place upon record their sincere thanks to all who have brought this to fruition and look forward to visiting the site in the near future, once COVID-19 restrictions allow.

#### **CHW183 COVID - 19 UPDATE**

The Committee received a presentation and update on COVID-19, which set out the current position, the challenges facing Gateshead Health and Care System Leaders and the steps going forward.

RESOLVED – That the information be noted

#### **CHW184 DELIVERING THRIVE - APPROACH TO A NEW PERFORMANCE MANAGEMENT FRAMEWORK**

The Committee received a report and presentation which set out the proposed approach towards developing a new performance management and improvement framework for the Council and sought the views of members of the Committee to inform its development.

The Council's current performance framework has been in place for several years and has evolved over time. There is a need to develop a new framework that better reflects the priorities of the Council and which enables it to manage performance and demonstrate delivery against Thrive priorities.

Any new framework also needs to be able to respond to the impacts of Covid-19 and the future shape and role of the Council. While it is clear a new approach is needed, some elements of the existing approach that work and are valued could evolve within the new framework.

The Council has identified Thrive as the overarching policy outcome. Therefore, the starting point for any new framework should be how we are Making Gateshead a place where everyone can thrive. It will be an important tool in identifying how the Council is delivering against Thrive and making a difference to local people in Gateshead.

The new approach will be firmly based on Thrive, will aim to take a more layered and dynamic approach that is integral to the budget with stronger links to risk. This will also help to ensure that resources are being deployed in the areas that matter to local people.

A new framework would have a range of underpinning features also have a greater focus on impact and:

- Is shaped around the characteristics needed to enable people to thrive
- Is simple, responsive, timely and meaningful indicators
- Empowers employees to drive improvement
- Incorporates qualitative and quantitative approaches
- Recognises locality-based approaches, population and community level interventions to improve
- Considers partnerships, communities and aligned to key policies and strategies such as Health and Well-being Strategy, schools, housing outcomes
- Is intelligence led, using evidence to learn and improve
- Considers how to incorporate a wider range of data, for example linking to a 'Data hub' approach
- Measures the health of the organisation (balanced scorecard approach)
- Enables members to scrutinise performance and see the impact of decision making

Engagement across the Council both elected members and services is crucial to the development of a fit for purpose framework.

The Committee received a presentation outlining underpinning principles for a new approach. This will also include some examples of how other local authorities present performance information.

- RESOLVED -
- i) That the information be noted
  - ii) That the presentation slides be circulated again to the O and councillor's views on the development of the new framework should be forwarded to relevant officers by 10 December 2020.

**CHW185 CRAWCROOK, ROWLANDS GILL, BLAYDON AND GRANGE ROAD MEDICAL PRACTICES UPDATE**

The Committee received a verbal update on the current position in relation to the Crawcrook, Rowlands Gill, Blaydon and Grange Road Medical Practices

It was noted that it was anticipated that the QE would take over the contracts for the practices from 1 January 2021 and a formal procurement process would begin in the new year with a view to appointing a more long-term provider.

RESOLVED – That the information be noted.

**CHW186 SPECIALIST ORTHODONTIC PROCUREMENT (NORTH EAST)**

The Committee received a report on the Orthodontic Service Procurement (North East and Yorkshire) which outlined 2 options available to stakeholders.

The Committee unanimously agreed to proceed with option 1:-

*Conclude the current procurement process which will be the quickest route to ensuring patients get more equitable access to orthodontic services across the region with increased capacity to reduce waiting times and provide longer term stability for patients and providers.*

- RESOLVED -
- i) That the information be noted
  - ii) The Committee unanimously agreed to proceed with option 1 as outlined above.

## **CHW187 DEVELOPMENT OF OSC WORK PROGRAMMES FOR 2021-2022**

The Committee received a report setting out the current position in relation to this OSC's work programme for 2020-21 and the proposed indicative approach to developing the OSC work programmes for 2021-22.

### **OSC Work Programme 2020-21**

In light of the ongoing uncertainties arising in relation to the Covid -19 pandemic, along with the pressures on services that has brought and taking account of the Council's approach to the development of a new performance framework, consultation had taken place with the OSC Chairs and a more flexible approach to scrutiny had been adopted for this municipal year.

This approach has recognised the demands on services and the Council as a whole but, at the same time, ensured that we are meeting our statutory obligations to provide an effective scrutiny function and scrutiny concentrates on delivering work that is of genuine value and relevance to the work of the wider Council.

It was noted that since the start of the restrictions introduced in response to the pandemic, Gateshead's four main OSCs had met once during September 2020 to receive a progress update on the impact of the Covid -19 pandemic and an update on end of year performance for 2019-20 and it was anticipated that, given the ongoing position in relation to the pandemic, the main focus of OSC meetings for the remainder of this municipal year would be on the Covid-19 pandemic and the impacts of that.

As a result, it was proposed that outstanding issues from the 2019-20 work programmes should not be progressed at this time and the work of this OSC was refocused on the current Covid-19 related priorities and the impacts of that alongside a couple of other priority issues for the Council / partners which are already being progressed elsewhere so should not place any additional burdens on service areas ( This in turn has meant a reduced programme of meetings with the four main OSCs meeting next in March 2021 as per the dates set out in the calendar of meetings.

### **Development of 2021-22 Work Programme**

At this stage, given all of the issues outlined above; the potential timing of any government settlements for local authorities impacting the Council's budget process and the strong possibility that OSC meetings will continue to need to be held remotely for some time to come, it was considered that the approach to developing the OSC work programmes for 2021-22 was likely to have to be similarly flexible and any proposals would need to be indicative.

With this in mind, it was provisionally proposed that initial consultation with OSC Chairs and other elected members and officers on the proposed priority issues for the new work programmes for 2021-22 commences in February 2021.

This would align with the Council's budget process. It was also hoped that by then the situation in relation to the Covid 19 pandemic would have moved on sufficiently to allow for greater clarity on the potential nature and extent of scrutiny during 2021-22 ( ie number of meetings/ issues to be scrutinised) and the potential priority issues scrutiny could progress on behalf of the Council and add value. Clearly, however, a continued focus on the impacts of the Covid-19 pandemic in some form or another would be likely to be a major area of focus for the OSCs going forwards.

It was then proposed that discussions take place with members of OSCs at their meetings in March 2021 on emerging issues for the work programmes and relevant linkages with the new performance management framework.

Consultation would then take place with key partners on the emerging themes with a view to feedback being shared with the OSCs' at the OSCs' first meeting of the new 2021 -2022 municipal year and the OSCs new work programmes being agreed.

- RESOLVED -
- i) That the information be noted
  - ii) The Committee noted the position in relation to the OSC's work programme for 2020-21
  - iii) The Committee supported the indicative approach to delivering the OSC work programme for 2021-22

**Chair.....**