

CARE, HEALTH AND WELLBEING OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Tuesday, 2 March 2021 at 1.30 pm in the <https://youtu.be/Y-uvnGqgd7o>

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for Absence
2	Minutes (Pages 3 - 8) The Committee are asked to approve the minutes from the last meeting, held on 8 December 2020.
3	Impact of COVID- 19 (Pages 9 - 12) Report and presentation of the Strategic Director, Care, Wellbeing and Learning
4	Delivering Thrive - a New Performance and Management Framework (Pages 13 - 16) Report and presentation of the Strategic Director, Resources and Digital
5	Work Programme 2020-21 and Development of Work Programme for 2021-22 (Pages 17 - 20) Report of the Chief Executive and the Strategic Director Corporate Services and Governance

Contact: Helen Conway email helenconway@gateshead.gov.uk, Tel: 0191 433 3993
Date: Monday, 22 February 2021

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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.....



**CARE HEALTH AND WELLBEING
OVERVIEW AND SCRUTINY
COMMITTEE
2 March 2021**

TITLE OF REPORT: Covid19 Update

REPORT OF: Caroline O'Neill, Strategic Director Care, Wellbeing
And Learning

SUMMARY

This report sets out an updated overview of the Gateshead Health and Care System response to the Covid19 pandemic.

Background

1. Care, Health and Wellbeing Overview and Scrutiny Committee have asked for an update from Health and Social Care partners regarding their response to the Covid19 pandemic.
2. Throughout the pandemic partner organisations have worked in an integrated and seamless way to ensure a comprehensive and robust response was provided in Gateshead.
3. This report sets out the high level detail and presentations will be given by officers, to provide further information and to facilitate a discussion with Committee Members.

Overview of Covid19 response by Commissioning, Health, Public Health and Social Care

4. Health and Social Care Partners in Gateshead have worked together seamlessly during the Covid19 pandemic, to ensure that health and care services respond strategically to the issues faced, and that the most vulnerable residents in Gateshead are supported in a coordinated way.
5. The Care, Health and Wellbeing Overview and Scrutiny Committee have received previous reports during the pandemic, and this update builds upon the information shared in those committee meetings.
6. Partners in Gateshead continue to meet regularly on a range of focused topics including but not limited to:
 - Vaccination
 - Hospital Discharge
 - Care Market Support
 - Testing (including role out of Lateral Flow Testing)

- Workforce flexibility
- Infection Prevention and Control
- System oversight
- Data
- Epidemiology
- Community Engagement

Meeting times and schedules are flexed up and down as response requirements vary.

7. The focus of the meetings/cells is to ensure a coordinated approach across the health and care system; ensure all agencies were working to the agreed national guidance; enable mutual aid across organisations; identify and escalate organisational or system risks; and provide assurance to Council and Partner Corporate Management Teams.

Best practice

8. Examples of best practice demonstrated during the crisis included:
 - Vaccination roll out
 - Designated Settings for Covid19 positive hospital discharges
 - Regular testing of the health & care workforce and vulnerable people
 - Hospital Discharge to Assess model
 - Regular support to Care Providers
 - Outbreak control management

Regional and National links

9. Gateshead has continued to maintain and contribute to national and regional networks across, commissioning, health, social care and public health, ensuring that best practice was understood and shared across a much wider network. Guidance continues to be issued from Central Government on a regular basis, (e.g. in respect of vaccination roll out and cohorts and workforce flexibility funding) and Gateshead officers engage and proactively respond to this.

Current pressures

10. Lack of certainty remains a concern, both in terms of National funding and policy. Whilst short term national funding has been made available for areas such as infection control and workforce pressures, there are frequently strict rules regarding how the money needs to be spent and by when, which in effect creates short term responses to long term issues.
11. From a policy perspective, no decision has yet been made by DHSC regarding the hospital discharge process post 31st March, although there is some indication

that the National Funding may cease. Lobbying by the likes of the LGA and ADASS is highlighting the significant risks this would entail, especially in respect of delayed transfers of care and the subsequent impact on hospital bed occupancy levels.

12. The Government has issued a White Paper on the reorganisation of the NHS, and many within the sector have questioned the timing of this, whilst still in a National Pandemic (alongside the earlier decision to reorganise Public Health England). The NHS White Paper includes some references to Social Care and a statement that National Reform on Social Care will be brought forward in 2021 (replacing the long awaited and promised Green Paper from 2017).

Summary

13. Health and Social Care Partners continue to work together very well in Gateshead in delivering the Covid19 Pandemic response, alongside 'business as usual' care and support. There are a number of pressures, especially in respect of funding, future National Policy and pressures caused by the Pandemic (especially in respect of inequalities), but partners remain committed to working together to overcome these and to lobby for a fairer future for Gateshead.

Recommendations

14. The committee is asked to note the contents of this report and consider the actions of partners during the pandemic.

Contact: Steph Downey, Service Director Adult Social Care, x 3919

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TITLE OF REPORT: Delivering Thrive - a New Performance Management and Improvement Framework

REPORT OF: Darren Collins, Strategic Director, Resources and Digital

SUMMARY

This report sets out the proposed approach to performance management and improvement following engagement. The views of members of the Committee will be sought on the draft framework.

Background

1. Performance Management is used by local authorities to identify how well they are delivering services and making a positive difference as well as where improvements need to be targeted. It aims to help services get from where they are to where they need to be and inform decision in an efficient and effective way.
2. 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.

Development

3. The development of a new approach began by agreeing some underpinning guiding principles which aims to develop a framework that:
 - 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 the Health and Well-being Strategy, housing and schools
 - 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
4. It was also clear that any new framework needed to be able to respond to the impacts of Covid-19 and the future shape and role of the Council.

Engagement

5. Engagement across the Council both elected members and services has been a really important element of the development of a new approach to performance. Partner involvement has also been developing recognising that delivery of Thrive requires a range of partners working together to achieve better outcomes and address inequality. Engagement has been phased with this first seeking views on how to develop a new approach while more recently this has been used to seek views on a draft framework. Engagement has included:
6. Member engagement to date has taken place through:
 - Overview and Scrutiny Committees (November and December 2020)
 - Portfolio (November and December 2020)
 - Corporate Advisory Group (February 2021)
 - Chairs and Vice Chairs of Overview and Scrutiny Committees (February 2021)
7. Officer engagement has included:
 - Senior Leadership discussions with Corporate Management Team and Service Directors
 - Officer workshop
 - Employee focus groups
 - Trade Unions
 - Service / thematic discussions
8. The Council is also engaging with its partners including health partners and the Voluntary and Community Sector and the Health and Well-being Board.
9. Members will receive an overview of the outcome of engagement however key comments made so far include:
 - Thrive was the overarching policy for the framework supported by the Health and Wellbeing Strategy with a strong emphasis on tackling inequalities.
 - The framework should provide members with a tool to challenge and scrutinise how priorities are being delivered and their impact
 - To be used to inform decision making about interventions and resource deployment.
 - Consider how to draw on and make best use of existing data ensuring this is robust and accessible to a range of audiences
 - Must be meaningful to all employees being clear on how everyone contributes to Thrive
 - Analysis is a key element with interpretation of the data with qualitative and quantitative elements and enabling a 'deeper dive' into areas
 - A greater emphasis on inequalities was needed so understand the areas of greatest need and whether we are closing the gap
 - Highlighting both areas for improvement as well as achievements
 - Presentation a step forward but could be clearer still
 - Greater engagement of partners as this develops

10. This has been used to inform development and refine the new framework. Further engagement is also planned as, crucially, part of new approach will include review and reflection and continued engagement will be a key feature of this.

The new framework

11. The purpose the new Performance Management Framework is to:

- Enable the Council to know whether the it is achieving its priorities. (Thrive Policy)
- Ensure that the Council's resources are being deployed effectively
- Make both short and long term effective decisions
- A whole systems approach – embedded in our partnership working to deliver the Health and Wellbeing Strategy

12. The new approach will be firmly based on Thrive, but framed within the Health and Wellbeing Strategy and the six policy objectives, which aim to address inequalities in Gateshead. This will also help to ensure that resources are being deployed in the areas that matter to local people.

13. Implementation is envisaged to be from April, though will be an iterative process recognising that the new approach requires culture change including greater ownership corporate performance across the organisation and empowerment of employees to drive improvement and better outcomes.

14. The Committee will receive a presentation setting out the outcome of the engagement to date and the revised draft framework.

Recommendation

15. Care, Health and Wellbeing Overview and Scrutiny Committee will be asked to consider and provide views on the following:

- What are your views on the new framework?
- How will this help your scrutiny role?
- How would you like to be involved and engaged as this develops further into implementation and then review?

Contact: Lindsay Murray

Ext: 2794

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TITLE OF REPORT:	Work Programme 2020-21 and Development of Work Programme for 2021-22
REPORT OF:	Sheena Ramsey, Chief Executive Mike Barker, Strategic Director, Corporate Services & Governance

Summary

This report is set out in two parts. The first part sets out the current work programme for Care, Health and Wellbeing Overview and Scrutiny Committee for the municipal year 2020-21 and the second part details the current position / next steps in the development of the work programme for this OSC for the municipal year 2021-22.

2020-21 Work Programme

1. As a result of the uncertainties arising in relation to the Covid -19 pandemic, along with the pressures on services that this brought and having regard to the Council's approach to the development of a new performance framework, a more flexible approach was adopted for scrutiny during 2020-21.
2. This approach recognised the demands on services and the Council as a whole but, at the same time, has ensured that we have been meeting our statutory obligations to provide an effective scrutiny function and scrutiny has concentrated on delivering work that is of genuine value and relevance to the work of the wider Council.
3. 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 to avoid placing any additional burdens on service areas and a reduced programme of meetings was agreed.
4. The Committee's current work programme is set out at Appendix 1 and any changes to the programme have been highlighted in bold and italics for ease of identification.

Development of 2021-22 OSC Work Programmes

Background

5. At its December 2020 meeting the OSC acknowledged that the ongoing uncertainties relating to the Covid 19 pandemic, the lack of clarity on the outlook for local government finance alongside the strong possibility that OSC meetings will continue to need to be held remotely for some time to come, meant that the approach to developing the OSC work programmes for 2021-22 was likely to have to be similarly flexible and proposals were likely to be indicative.

6. It was also noted that 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 at key points during 2021-22.

Current Position

7. With this in mind, an initial consultation with OSC Chairs and other elected members and officers on the proposed priority issues for the new work programmes for 2021-22 was carried out between 1 and 15 February 2021.
8. It was highlighted that that any suggestions for the work programmes should focus on priority issues that would support the Council's Thrive agenda and add value, taking account of the five priority areas outlined in the budget consultation; the development of the Council's new Performance Framework; the Gateshead Strategic Needs Assessment and the Council's Health and Wellbeing Strategy.
9. At this OSC meeting on 2 March 2021 there will be an opportunity for the OSC to comment on / discuss emerging issues for this OSC / put forward additional issues for consideration.

Next Steps

10. Subsequently, in line with usual practice, partner organisations will be consulted on the emerging issues for each OSC for 2021-22 with a view to OSCs considering any feedback/ additional suggestions / endorsing their respective work programmes at their June 2021 OSC meetings and referring them to Council for agreement.

Recommendations

11. The Committee is asked to:-
 - a) Note the work programme for 2020-21;
 - b) Comment on the emerging issues for this OSC's 2021-22 work programme / highlight any additional issues for consideration.

Contact: Angela Frisby

Ext: 2138

Draft Care, Health & Well-being OSC Work Programme 2020/21	
8 September 2020 1.30pm	<ul style="list-style-type: none"> • Progress update on the impact of the Covid - 19 pandemic • Update on end of year performance for 2019-20
8 December 2020 1.30pm	<ul style="list-style-type: none"> • Covid-19 Update – focusing on lessons learned and how this is impacting / has impacted on / changed the way the work of the Council is progressed in the longer term. • Performance Framework – PowerPoint Presentation – setting out the principles and some examples to facilitate a discussion about what members would like from a new framework. • Verbal Update: Medicus Practices - Crawcrook, Rowlands Gill, Blaydon and Grange Road • Briefing in relation to Mental Health Provision at the QE. • Development of OSC Work Programmes – setting out the process for developing the work programmes for 2021-22
2 March 2021 1.30pm	<ul style="list-style-type: none"> • Covid-19 Update - focusing on lessons learned and how this is impacting / has impacted on / changed the way the work of the Council is progressed in the longer term • New Performance Framework – share with OSCs and seek approval. • OSC Work Programmes 2021-22 – Emerging Issues

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