

FINAL VERSION

**MEMORANDUM OF UNDERSTANDING BETWEEN STOCKPORT TOGETHER
PROVIDER MANAGEMENT BOARD PARTNERS FOR THE DEVELOPMENT OF
A SHADOW MULTI-SPECIALTY COMMUNITY PROVIDER**

1. Status and Purpose of the Memorandum of Understanding

1.1 This memorandum of understanding is made between the organisations set out below to express a convergence of will between the parties and the agreement of a common line of action. It is intended to set out how the parties will work together to form a Shadow Multi-Specialty Community Provider.

1.2 Provider organisations, to be together referred to in this Memorandum of Understanding as “Provider participants”:

**Stockport NHS Foundation Trust
Pennine Care NHS Foundation Trust
Stockport Metropolitan Borough Council
Viaduct Health**

1.3 The provider participants are together referred to a ‘we’, ‘us’ and ‘our’ as the context requires. ‘Participant’ means any one of Us.

1.4 This memorandum of understanding is supported by a letter of intent from NHS Stockport Clinical Commissioning Group explaining how it will enable, facilitate and support the concept of the Shadow Multi-Specialty Community Provider.

2. Term

2.1 This memorandum of understanding will come into force on 1st April 2016 and will expire on 31st March 2017.

3. Background

3.1 The Provider Participants are providers of NHS-funded healthcare and social care services to the people who live in Stockport. For the purposes of this

agreement this applies to all patients registered with a Stockport GP for health services and all people resident within Stockport for social care services and the public health function.

- 3.2 This agreement is an integral part of our commitment, as participants in Stockport Together, to promote integrated services that deliver personalised care within an agreed cost base.

The full objectives of the Memorandum of Understanding are set out below.

4. Shadow Multi-specialty Community Provider objectives for 2016/17

- 4.1 The overall aim of the Shadow Multi-specialty Community Provider is to work in collaboration to innovate, improve quality, manage costs across the system and deliver practitioner led solutions. As Provider participants we will work to reduce hospital admissions and attendances and shift provision of care to a neighbourhood based approach. We will also start to instigate conversations with individuals and communities in a move towards being equal partners and having a different relationship with services.
- 4.2 To deliver this aim the Shadow Multi-specialty Community Provider will develop a work programme with two main objectives:
- 4.2.1 To support and align with the design entities within the Stockport Together programme and then take the approved business cases through to delivery
 - 4.2.2 To make decisions on and accelerate change around current operational issues using a practitioner led approach
- 4.3 Some initial pieces of work around these objectives will include:
- a. Aligning prescribing and achieving cost savings in medicines management
 - b. Operationalising a neighbourhood model that is practitioner driven and owned
 - c. Developing a Cross Provider Operational Winter Plan and put forward joint plans to the Systems Resilience Group
 - d. Designing and implementing a programme of Rapid Improvement Cycles
 - e. Designing an integrated leadership structure by end of Q1 to be in place by Q4

- f. Developing options for and deciding on the preferred option to establish an MCP and move towards full model for 17/18
- g. Working together to flexibly absorb growth across providers

5. Shadow Multi-specialty Community Provider purpose and remit

5.1 A Shadow Multi-speciality Community Provider is part of Stockport's Vanguard status; to develop and test out a replicable MCP as part of the New Models of Care set out in the Five Year Forward View. This agreement is formed in the context of Stockport's Locality Plan developed as part of Devolution Manchester.

5.2 Delivering benefits to the people of Stockport is key within this new provider form. The Vision Decision and Draft Design Decision Documents set out the detail of the benefits which will be delivered through Stockport Together and the Shadow Multi-specialty Community Provider. The high level benefits to people include;

- Healthy life expectancy in the most deprived areas improves so that mortality rates are 15% lower in five years
- The healthy life expectancy across Stockport to be at or above the national average
- To narrow the gap in life expectancy across the borough from 11 years to 9 years
- Individuals to have more healthy years as well as longer lives
- To reduce the years of life lost amenable to health care
- Reduction in mortality from preventable causes
- Individuals to have increased quality of life
- Fewer people in Stockport making risky or unhealthy lifestyles choices
- More people in Stockport making active and positive choices to improve their health and wellbeing
- Increased identification of people with needs
- Demonstrable system which is geared to enable self-care (optimise, maintain and sustain)
- More community capacity and increased empowerment
- More individuals to be self managing effectively
- Improved experience of joined up/ integrated working (staff and individuals)
- Improved experience of care

- Reduced emergency attendance/admissions for people on a Planned/Proactive Care pathway
 - Reduction in A&E attendances and non-elective admissions
 - Reduced reliance on 'acute'-based Planned Care
 - Reduction in out-patients and elective treatment
 - To be 'best in class' for long-term condition outcomes
- 5.3 Provider Participants will work closely together to ensure that the services provided within the Shadow Multi-speciality Community Provider are person centred and the organisational blockers that may have previously prevented this from happening are removed.
- 5.4 We have agreed to form a Shadow Multi-specialty Community Provider to progress the work of Stockport Together and start to work together to establish and improve a financial, governance and contractual framework for the delivery of integrated health and social care in Stockport. Within the parameters of the Provider Management Board we will take decisions to accelerate change in the system and take a problem solving approach to issues. Provider participants will work together to recommend collective solutions to the Design Authority.
- 5.5 The Shadow Multi-specialty Community Provider will This Memorandum of Understanding sets out the key terms we have agreed with each other. Our remit is to work across all age ranges from age 18+ utilising our collective provider expenditure. One element of this remit is our commitment is to the over 65 age group and the agreed outcomes and indicators for the services contained within the Section 75 Partnership Agreement for the creation of a pooled fund and integrated commissioning arrangements for Health and Social Care Services in Stockport.

6. Shadow Multi-specialty Community Provider principles

6.1 Our commitment to working together

- 6.1.1 We recognise that the successful development of the MCP in shadow form will require strong relationships and the creation of an environment of trust, collaboration and innovation.

- 6.1.2 All provider participants recognise the importance of good formal and informal working relations with shared responsibility, while respecting differences, building trust and mutual respect, openness and honesty.
- 6.1.3 We will make decisions on the basis of our shared values and common purpose; delivering improved population health and care through our Shadow Multi-Specialty Community Provider and its alignment to the Stockport Locality Plan and our Vanguard status.
- 6.1.4 We will work collaboratively with the Integrated Commissioning Board to provide them with assurance around planned changes, system outcomes, delivery, quality and safety. All provider participants will work together to provide innovative and integrated solutions which meet the needs of the population of Stockport.

6.2 *Our commitment to our services and our staff*

- 6.2.1 Each of us will perform our respective obligations under our individual contracts with our commissioners. We acknowledge that the overall quality of our services will be determined by our collective performance and we will work together to discuss how we optimise this performance and share risk and rewards.
- 6.2.2 The staff working within the Shadow Multi-specialty Community Provider will retain their employment with their existing employer under their existing terms and conditions. The policies and procedures from each organisation continue to apply.
- 6.2.3 Our approach will be to deliver a practitioner led model with all practitioners having an equitable voice in developments. General practice will lead the clinical direction within the neighbourhoods via Viaduct Health.
- 6.2.4 Over the life of the Shadow MCP we will start to alter the provision of services based on the most effective use of staff, premises and resources and agree a full MCP form for 2017/18.

7. Shadow Multi-specialty Community Provider governance

7.1 We must communicate with each other and all relevant staff in a clear, direct and timely manner to optimise the ability for each of us, the Provider Management Board and Provider Senior Leadership Team to make effective and timely decisions to achieve the shadow MCP objectives.

7.2 We agree to be bound by the actions and decisions of the Provider Management Board carried out in accordance with this agreement. The Provider Management Board is constituted of:

Director of People, Stockport MBC

Director of Adult Social Care, Stockport MBC

Chief Operating Officer/Deputy Chief Executive, Stockport NHS Foundation Trust

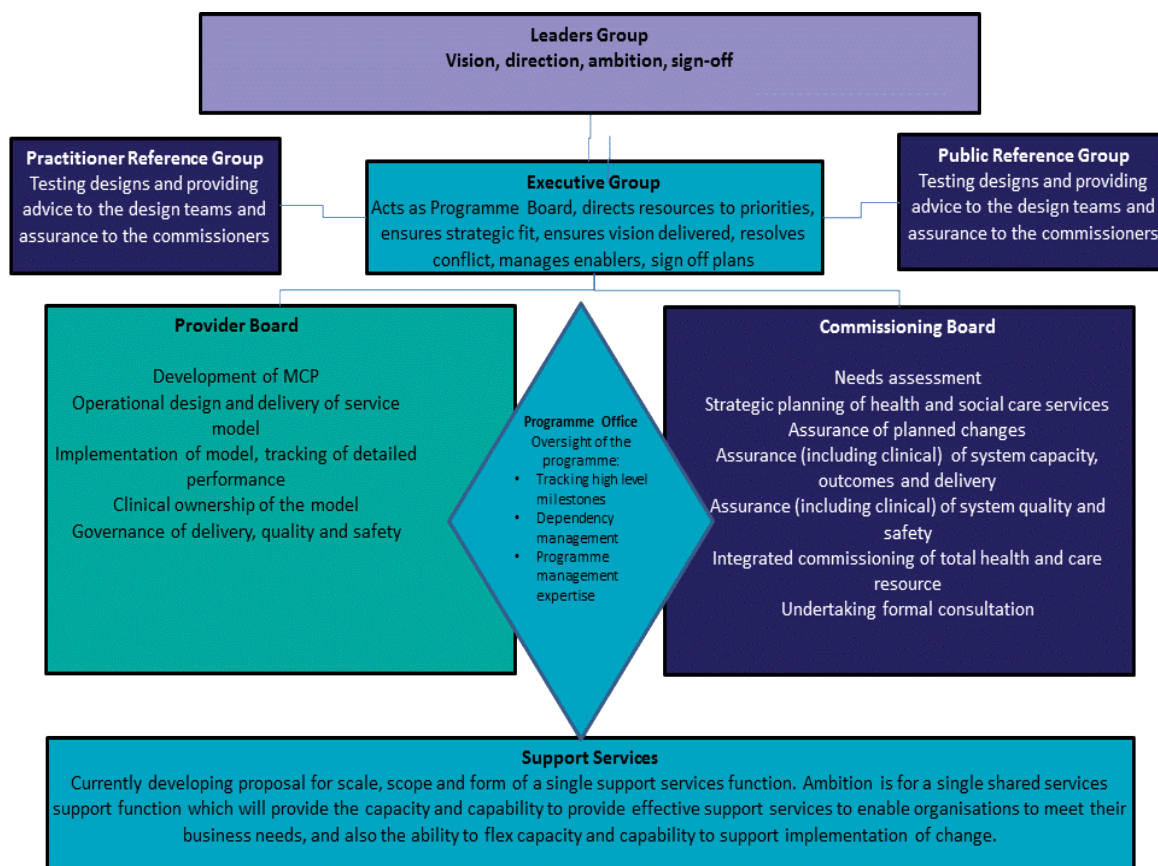
Medical Director, Pennine Care NHS Foundation Trust

Chief Officer, Viaduct Health

7.3 The Terms of reference for the Provider Management Board are as follows;

- Leads the development of MCP – Form, governance, establishment as a legal entity
- Manages the delivery of a scoped and costed provider model
- Manages the governance, planning, design, resource deployment to deliver an agreed Provider Form
- Makes recommendations to the Exec Board on the Provider Form
- Co-designs the models of care programmes in collaboration with Partner organisations; the Commissioning Board and the Enablers to ensure there is system wide consensus:
- Collates recommendations to the Design Entities and Exec Board on the scope, scale and detail of the design
- Maintains clinical and professional ownership of the models of care
- Provides subject matter expertise
- Coordinates the capacity and capability to design and deliver the models of care programmes
- Coordinates time-limited activities (programme and project) to design models of care to the point of implementation
- Utilises business intelligence and analysis for process capture; and quantification and process change quantification.

- Leads the implementation of the new services, tracking detailed performance and delivery of KPIs and benefits.
- 7.4 The Provider Management Board is the group responsible for directing and leading the Shadow MCP
- 7.5 The Provider Senior Leadership Team is responsible for the implementation of the MCP model going forward and implementation of operational governance.
- 7.6 Members of the Provider Management Board are responsible for describing the decisions and scenarios in which they have the delegated authority to make a decision on behalf of their organisation and the decisions which they will require the agreement of their organisation's governing body (e.g. Board of Directors, Council Executive).
- 7.7 The Provider Management Board will be responsible for:
- The development of the full Multi-specialty Community Provider for 2017/18
 - Operational design and delivery of the service model
 - Implementation of the model, tracking of detailed performance
 - Clinical ownership of the model
 - Governance of delivery, quality and safety
- 7.8 In Q1 of 2016/17 the Provider Management Board will develop and agree a new leadership structure which will be in place before 31st March 2017.



8. Risk management

8.1 Service risk management

- 8.1.1 All provider participants covered by this agreement recognise that they remain accountable for the management of risks within their services in 2016/17 but will work together to identify and resolve risks together.
- 8.1.2 It is acknowledged that by starting to integrate services into a Shadow Multi-Specialty Community Provider form there is an inherent risk of dis-integrating some services from other services that they may have been Integrated with previously. All provider participants commit to working together to understand and mitigate these risks.

8.2 Financial risk management

8.2.1 During the course of this agreement the partner organisations intend to:

- a) Agree a process for sharing and mitigating financial risks in the system that avoids destabilising individual organisations
- b) Agree a process for gain share for benefits that are not modelled as part of the Stockport Together design process
- c) Develop a process of how to manage financial accountability and sustainability as the organisations move to a full Multi-Specialty Community Provider
- d) Plan a collaborative response to operational system financial pressures in 2016/17
- e) Work with commissioners to develop a plan for financial sustainability from 2017/18

9. Services in scope for this agreement

9.1 Provider participants have put forward a number of services to be considered 'in scope' and 'in view' of the Shadow Multi-specialty Community Provider. In scope are the services which will be directly affected and transformed via the Shadow Multi-specialty Community Provider in 2016/17 and in view services are those which will be impacted on as a result of changes agreed via the Shadow Multi-specialty Community Provider. Provider participants will ensure that the interface between the in scope and in view services is carefully managed.

9.2 For 2016/17, services 'in scope' consist of:

- Adult community nursing services
- Some adult specialist nursing services
- Adult community therapy services
- Adult social care services
- Intermediate tier services across both health and social care
- Older people's community mental health services

9.3 For 2016/17, services 'in view' consist of:

- Outpatient services
- Diagnostics
- Emergency Department

- Acute Medicine
- Frail Elderly Medicine
- Medicines Optimisation
- Primary Care Development

9.4 These services are detailed in appendix A and appendix B. Services not listed in appendix A and appendix B are considered 'out of scope' for the Shadow Multi-specialty Community Provider in 2016/17. Services for children and young people are considered out of scope of this agreement in 2016/17.

9.5 Further work will be undertaken in year to agree the scope for services to be included in a full Multi-specialty Community Provider from 2017/18.

10. Key performance indicators

10.1 The provider participants in this Memorandum of Understanding remain responsible for delivering their statutory obligations and their own key performance indicators as defined by their own organisation, commissioners and regulatory bodies. All participants are committed, however, to work together to achieve these key performance indicators on a system basis.

10.2 During Q1 of 2016/17 the Provider Participants will sign off a performance and assurance framework for the current year and commence work to develop a future framework for a full Multi-specialty Community Provider.

11. Agreement and authorisation

On behalf of our constituent organisations we agree to the terms of this Memorandum of Understanding on behalf of our constituent organisations.

Signature		Date
	For and behalf of Stockport Metropolitan Borough Council	
	For and behalf of Stockport NHS Foundation Trust	
	For and behalf of Pennine Care NHS Foundation Trust	
	For and behalf of Viaduct Health	

