

Berkshire West Partnership Board

Executive Summary

Hospital at Home – Memorandum of Understanding

Introduction

The purpose of this paper is to provide the Berkshire West Partnership Board with an update on progress with regards to the Hospital at Home project and recommend more structured governance arrangements as the project proceeds from 'design' phase to 'proof of concept' phase through the introduction of an approved Memorandum of Understanding.

Background

The Hospital at Home Business Case was approved during December 2013 and since the approval members of the health community with an influence on the patient pathway have worked effectively through the design phase of the project.

The objective of the project is to develop a safe alternative care pathway for patients who currently are admitted to hospital beds following non-elective attendance to the Royal Berkshires Accident and Emergency department. It is expected that the project will reduce demand on emergency hospital beds, enhance patient experience through more independent living following illness and reduce costs within the system.

Project governance structures have been established to support the effective progression of the design phase of the project, ensuring inclusivity of partner organisations with the aim of enabling effective communication and ensuring goal congruity – this structure includes:

- The Hospital at Home Strategic Project Board
- The Hospital at Home Clinical Group and
- The Hospital at Home Operational Delivery Group

Representatives from each partner organisation have been included in each of these bodies.

Significant progress has been made through the design phase of the project and it is expected that the Strategic Project Board will approve the project to proceed to the next phase of the project (proof of concept phase) at its Extraordinary Board meeting scheduled for 15th July 2014.

Given the transition to the proof of concept phase of the project now is the optimal time to initiate more formal partnership arrangements in advance of the final patient pathway being incorporated into contracts between the CCG and provider partners through either traditional contract variation or through the recommended introduction of an alliance contract agreement.

It is recommended that the proof of concept phase is supported through the introduction of a Memorandum of Understanding between each of the parties to provide more clarity of the role that each partner plays in the successful introduction of the new pathway.

Memorandum of Understanding

The purpose of a memorandum of understanding is to describe the agreement that exists between multiple parties working together as one to deliver agreed objectives. The successful delivery of the objectives does not rest with one organisation with the relative success determined by interdependent actions of each partner organisation and their ability to overcome obstacles together.

The Hospital at Home Memorandum of Understanding captures the key principles that the partner organisations are committed to in the successful delivery of the project – these include:

- Representatives from each partner organisation will work together in the best interest of each patient to ensure the successful delivery of a safe and efficient clinical and social care pathway for that patient
- Representatives of each partner organisation will take personal and collective responsibility for promoting the success of the new patient pathway and assure commitment to the new pathway throughout their member organisation
- Each partner organisation will ensure that they are effectively represented by officers with the necessary delegated authority at each body within the agreed governance structure to assure the most effective patient pathway and optimise inter-organisation decision making
- Each partner organisation will ensure effective communication within their organisation through the introduction of effective internal governance structures and optimise intra-organisation decision making
- Each partner organisation will share pathway information to enhance decision making across the project and
- Each partner organisation will share individual patient level data efficiently to ensure that patient safety is maximised for each patient

Appendix 1 details the first draft of the Memorandum of Association for the Hospital at Home Project – this will be used to inform discussion with member organisations to finalise the Memorandum.

Recommendation

The Berkshire West Partnership Board is asked to:

- Note the significant progress of the Hospital at Home project from ‘design’ phase to ‘proof of concept’ phase in advance of ‘implementation’ phase

- Support the introduction of a Memorandum of Understanding as a vehicle to enhance the governance of the Hospital at Home project
- Approve the key principles for the project and support the role that each partner organisation plays in the delivery of these principles
- Support the first draft Memorandum of Understanding being progressed with partner organisations to final version for subsequent endorsement by the Partnership Board

Appendix 1

Memorandum of Understanding

for the provision of a

'Hospital at Home'

service for the Berkshire West population by:

- **The Berkshire West Clinical Commissioning Groups**
- **The Royal Berkshire NHS Foundation Trust**
- **Berkshire Healthcare Foundation Trust (includes WestCall)**
- **South Central Ambulance Service**
- **Berkshire West Social Services (including Reading; West Berkshire; Wokingham Social Services)**

Memorandum of Understanding between the Berkshire West Clinical Commissioning Groups, The Royal Berkshire NHS Foundation Trust, Berkshire Healthcare Foundation Trust, South Central Ambulance Service, Berkshire West Social Services

5th July 2014

1. Introduction

The purpose of this Memorandum of Understanding is to ensure the effective and efficient delivery of Hospital at Home patient pathways through partnership working across the Berkshire West health and social care community.

The following providers and commissioners are included within this partnership:

- The Berkshire West Clinical Commissioning Group
- The Royal Berkshire NHS Foundation Trust
- Berkshire Healthcare Foundation Trust (including WestCall)
- South Central Ambulance Service
- Berkshire West Social Services (including Reading; West Berkshire; Wokingham Social Services)

The working partnership includes shared responsibility for the delivery of the 'proof of concept' phase of the Hospital at Home Project, influencing evidence based changes to the final patient pathway based on experiences and learning from the proof of concept phase and commitment to the effective and efficient delivery of the final Hospital at Home pathway.

2. Objective

The objective of the project is to develop a safe alternative care pathway for patients who currently are admitted to hospital beds following non-elective attendance to the Royal Berkshires Accident and Emergency department. It is expected that the project will reduce demand on emergency hospital beds, enhance patient experience through more independent living following illness through the introduction of a more efficient and effective patient pathway.

3. Period of the agreement under the Memorandum of Understanding

The agreement period for this Memorandum of Understanding is provisionally July 2014 until March 2015.

The agreement is subject to review on a bi-monthly basis by the Hospital at Home Strategic Project Board.

4. Context

The context for the Hospital at Home project and the Memorandum of Understanding is:

- The changing demographics of the populations of Berkshire West including the increasing age profile and related predicted increases in long term conditions
- Predicted increases in hospital admissions of 7% and as a consequence an increased demand on bed numbers of 8% by 2015/16
- The drive for more effective working across organisation boundaries to enable better clinical outcomes and patient experience
- The need to respond to the predicted financial challenge across the health economy arising from the changing demographics

5. Key Principles

Each partner organisation (as specified in section 1) and representative of the partner organisation is required to

1. Work together to ensure sustainability of health and social care services across Berkshire West
2. Work together to mitigate any material clinical, operational and financial impacts on individual organisation within the system, that arise from new ways of working
3. Work together in the best interest of each patient to ensure the successful delivery of a safe and efficient clinical and social care pathway for each patient
4. Take personal and collective responsibility for promoting the success of the new patient pathway and assure commitment to the new pathway throughout their member organisation
5. Ensure that they are effectively represented by officers with the necessary delegated authority at each body within the agreed governance structure to assure the most effective patient pathway and optimise inter-organisation decision making
6. Ensure effective communication within their organisation through the use of effective internal governance structures and optimise intra-organisation decision making
7. Work together to develop innovative solutions across organisational boundaries in the best interests of patients and the care that they experience
8. Share pathway information to enhance decision making across the project
9. Share individual patient level data efficiently to ensure that patient safety and experience is maximised for each patient
10. Work together to define the patient outcomes expected from each partner in the delivery of the Hospital at Home service

6. Partner responsibilities in Hospital at Home

Each partner (as specified in section 1) has responsibility for:

- Upholding each of the 10 principles (as specified in section 5)
- Nominating named officers with appropriate levels of delegated authority to effectively support each of the Boards/Groups established within the governance structures of the Hospital at Home pathway
- Developing effective internal communication and decision making processes to ensure that the Hospital at Home is delivered efficiently and effectively
- Ensuring that the Hospital at Home Operating Manual accurately reflects and details the efficient operational processes to support effective and safe patient care
- Contributing to the continuous improvement in the 'Hospital at Home' clinical pathway and ensuring that the Hospital at Home Operating Manual accurately reflects the operational responsibilities of each partner organisation
- Contributing to the review of patient clinical outcomes on a bi-monthly basis
- Contribute to the review of this Memorandum of Understanding on a bi-monthly basis

7. Dispute and resolution

Any dispute over the level of service delivered that has not been capable of resolution locally will be referred for review by the Hospital at Home Strategic Project Board with a recommended final solution to be made to the Berkshire West Partnership Board for their final approval.

8. Official contacts

Each party will appoint a person to serve as the official contact for their partner organisation and they should take lead responsibility for co-ordinating the activities of their organisation and ensuring that the requirements as specified within this Memorandum of Understanding are adhered to. The initial appointed contacts of each partner organisation are:

The Berkshire West Clinical Commissioning Group - ????? Contact name, e-mail address and telephone number

The Royal Berkshire NHS Foundation Trust - ??? Contact name, e-mail address and telephone number

Berkshire Healthcare Foundation Trust (including WestCall) - ??? Contact name, e-mail address and telephone number

South Central Ambulance Service??? Contact name, e-mail address and telephone number

Reading Social Services??? Contact name, e-mail address and telephone number

Wokingham Social Services??? Contact name, e-mail address and telephone number

West Berkshire Social Services??? Contact name, e-mail address and telephone number

9. Signatories to the Memorandum of Understanding

This Memorandum of Understanding is formally agreed and committed to by:

The Berkshire West Clinical Commissioning Group:

Name Position

Signature Date

The Royal Berkshire NHS Foundation Trust:

Name Position

Signature Date

Berkshire Healthcare Foundation Trust (including WestCall):

Name Position

Signature Date

South Central Ambulance Service:

Name Position

Signature Date

Wokingham Social Services:

Name Position

Signature Date

West Berkshire Social Services:

Name Position

Signature Date

Reading Social Services:

Name Position

Signature Date