



**Memorandum of Understanding between
Southampton City Council and
Southampton City Clinical Commissioning Group**

Introduction

There is an emerging consensus about the opportunity to improve outcomes through a unified approach to health and care planning and funding (commissioning). Southampton is ideally placed to increase the pace and depth of integrated commissioning, with its great asset of co-terminosity between health and local government; its track record of delivery and good working relationships.

There are a range of strategic challenges for the council and health in Southampton especially delivering better outcomes for all residents (not just the most vulnerable) with significantly less resources, the consequences of reducing demand and managing future demands through prevention and early intervention. There is also a need to promote change in behaviours, increase individual independence and community resilience so that contacting the statutory service is the last resort.

Purpose

Both parties have therefore articulated a shared ambition for change

'Integrated Health and Wellbeing Commissioning allows the city to push further and faster towards our aim of completely transforming the delivery of health and care in Southampton, so that it is better integrated, delivered as locally as possible, person centred and with an emphasis on prevention and intervening early to prevent escalation'

If we are to realise this vision and meet the challenges we face then we will need to

- Act as one for the city by
 - developing and delivery a single view of the city's needs and how we can best meet them
 - Aligning and allocating our collective resources to achieve prioritised outcomes
 - working for the whole population
- Support people to become more independent and do things for themselves by changing the relationship between citizens and services
- Be innovative and have an appetite for risk to make the change
- Make the most of new opportunities and powers
- Build on our existing good work
- Ensure that the system is financially sustainable and flexible enough to meet current and future challenges

Benefits

There are a number of benefits from integrated commissioning that have been grouped under three board headings:

1. **Using integrated commissioning to drive provider integration and service innovation.** It is through these innovations that integrated commissioning has the greatest potential to benefit citizens and patients
2. **Improving the efficiency of commissioned services.** This includes both streamlining process and reducing duplication and variation. This is particularly relevant for services/providers working across both commissioning organisations
3. **Increasing the effectiveness of commissioning – across the whole of the commissioning cycle.** Combining the knowledge, expertise and importantly authority and leaderships of both organisation (clinical and democratic) has the potential to significantly increase the effectiveness of commissioning across the City.

Challenges

There were many challenges that were identified during the planning and implementation of the Joint Commissioning Board these include:

- Changing demography and population profile: Increasing needs and complexity
- Reducing resources to meet increasing demand
- Demand driven by the wider determinants of health and illness.
- Continuing inequality and increasing deprivation.
- Increasing social care needs
- Complex decision-making for integrated services – two governance routes with different timescales and requirements.
- A national and local shift towards commissioning for outcomes – one system, one city, one budget.
- Ensuring that commissioning arrangements align with, and can drive, provider integration.
- Ensuring alignment with wider strategic change across the NHS, Local Authority and wider public services – including Hampshire and Isle of Wight Sustainability and Transformation Plan, SCC Transformation Programme, potential devolution to Solent.

Opportunities

- Southampton City Council and Southampton City CCG have the same boundaries and shared objectives to improve the outcomes for the citizens of Southampton
- Delivering better outcomes through cost effective and seamless services.
- Substantial relationship with a track record of delivering benefits through integration. The ICU has been key to demonstrating that integration leads to reduced costs as well as improved outcomes.
- Clusters – emerging infrastructure for integrated services.
- National policy provides a 'window of opportunity' for radical change – focus on integration and devolution.

Principles and Values

The key principles that will underpin partnership working between the two parties include:

- Engagement at all levels built on mutual trust that comes from open, honest and constructive dialogue, sharing as much information as possible
- Ability to support each other with difficult decisions
- A strong focus on quality of service provision and outcomes which keep patients and citizens and the needs and views of the local population at the centre of commissioning activities
- A commitment to an aligned approach with providers of health and care.
- Actively involve other clinicians and politicians
- Collaborative working that reflects local variation recognising variability in levels of need, priority and resources
- A commitment to represent each other positively with mutual respect
- Recognition that CCG and SCC staff require a consistent approach to undertake the supporting arrangements effectively; staff will be respected as officers of both organisations.
- Ensure that there is time for ongoing reflection, learning and celebrating successes
- A commitment to achieve outcomes based on evidence

Expectations of each other within the Group

- We will focus on strategic, evidence-based decision-making and the harnessing of innovative developments to help us shape the best possible future for the City of Southampton
- We will act cohesively and try to reach a collective view. In so doing, we will share views openly and be honest about differences.
- We will constructively challenge each other but ensure we treat each other's views with respect and we will respect and support the role of the Chair.
- We will trust that members are at all times acting in the best interests of Southampton and of the people who use our services.
- We will promptly declare our own agendas where these might differ from the Group as a whole.
- We will always be curious to learn about others' ideas, make best possible use of the experience and expertise within the Group and encourage others' contributions.
- We will be sensitive to the impact of our own behaviours.
- We will be open to others disagreeing with us, willingly accept feedback that might be uncomfortable, and say when we might be wrong.
- We will ask others to repeat something if part of it doesn't ring true.

- We will take an active part in the meetings and make it a priority to attend.
- We will ensure meetings have clear and effective processes for agreeing agendas, contribute papers by required deadlines, and ensure follow through and reports back to the Group.
- We will ensure that our organisational resources are directed appropriately to deliver what has been agreed.

Governance arrangements and conflict resolution

These are set out in the Joint Commissioning Board Terms of Reference

Review

This Memorandum of Understanding will be reviewed annually or earlier if requested by either party

April 2018