



Medway and Swale Joint Local Care Steering Group

Terms of Reference (v0.4)

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Document Version Control			
Medway and Swale Joint Local Care Steering Group			
Version	Date	Author	Change
0.1	13/01/2020	Dr Farnaaz Sharief	First draft of the TOR for approval
0.2	03/02/2020	Sarah Leng	Second draft incorporating JLCSG feedback
0.3	12/03/21	Jim Loftus/Jo Staddon	V0.3 incorporating JLCSG feedback
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Department / Group/Document	Name of Reviewer / contributor / Approver	Comments	Date
MCCG Primary Care Team	Tracy Rouse; Dr Sharief; Sarah Leng	First draft of TOR circulated internally for comment	13/01/2020
Joint Local Care Steering Group	Sarah Leng	Minor amendments on membership following feedback from JLCSG	03/02/2020
Joint Local Care Steering Group	Steering Group members	Amendments to Function, Governance and Decision Making and Escalation	12/03/21

1. Introduction

- 1.1. Local care is a model of delivery of integrated health and social care and voluntary services close to where people live (including nursing and residential care homes). It is a collective commitment of the health (physical and mental) and the care system in Medway and Swale to fundamentally transform how and where we will support people to keep well and live well. In particular the Local Care programme is designed to support and enhance the care of the most challenged Medway and Swale people who may be living either with complex conditions, long term conditions or who are frail elderly.
- 1.2. Integrated case management and care coordination is key to achieving co-ordination and access to services. This approach is proactive and aimed at increasing anticipatory care planning, admission avoidance and keeping people well at home.
- 1.3. These are the terms of reference for the Medway and Swale Joint Local Care Programme steering group established to take forward the implementation of the all Local Care projects across the nine Primary Care Networks (PCNs) and the Medway and Swale Integrated Care Partnership (ICP)
- 1.4. The programme of work is being undertaken by a range of partners including:
 - Medway Foundation Trust
 - Community Healthcare (Medway Community Healthcare and Virgin)
 - Council (Medway Council, Swale Borough and Kent County Council)
 - Public Health
 - Kent and Medway Partnership Trust
 - Kent and Medway CCG
 - South East Coast Ambulance Services
 - Medway and Swale GPs
 - Kent Local Medical Committee
 - Community and Voluntary sector organisations
 - Community Pharmacy representation
 - Healthwatch (Kent and Medway)
 - Primary Care Networks representation
 - Integrated Care Partnership representation

2. Function of the Steering Group

2.1. The purpose of the Local Care Steering group is to have strategic oversight of the implementation and establishment of the Local Care projects to ensure progress is made and that the key aims of each project are delivered in line with the NHS Long Term Plan

2.2. The remit of group is:

- To agree the scope of the implementation of each of the Local Care projects across Medway and Swale
- To be a driver for the true integration of physical and mental health and social care
- To provide formal oversight and strategic management of local care initiatives, including gaining assurance from the partners involved in the projects that key objectives are being met and that each project group is performing within agreed timescales
- To facilitate the removal of barriers to implementation and expedite decisions within the partner organisations
- To address project issues escalated by each of the Local Care project teams
- To review and highlight to the Medway and Swale Integrated Care Partnership any project issues and risks to achieving the project milestones
- To receive highlight reports from each of the project streams
- To track the funding, project metrics and outcomes for each work stream
- To draw attention to other potential network links and information flows within each organisation which would further enhance integrated working for citizens within the scope of each Local Care project in each locality.
- To ensure that represented organisations are aware of the implementation of each Local Care project, its scope and implications.
- To provide strategic direction for the work of the Local Care Programme following National and local developments.
- To align with the Integrated Care Partnership Population Health Management approach of identifying key priority themes for the short, medium and long term and the priorities of the Kent and Medway CCG

To work collaboratively with system partners to co-design local care plans

3. Membership

- 3.1 The Steering group will be made up of key health and social care representatives from each of the contributing organisations. The members will be at a level of seniority to effectively represent their functional or organisational perspective and where necessary effect decisions on behalf of those organisations or functional areas. Members will be specifically required to assist with the removal of barriers to the smooth implementation of the Local Care projects.
- 3.2 The group will be able to co-opt specialist advice on an ad hoc basis.
- 3.3 The group will be chaired by a clinician from Medway and Swale and supported by a designated co-chair

4. Quoracy

- 4.1 This group is not a decision making group and therefore no minimum quoracy has been set. Ongoing and consistent representation from all multi-agency partners is essential to ensure the progress and delivery of the projects. If designated representatives are unable to attend then they must ensure that a nominated representative is provided. A meeting would not necessarily be cancelled due to the number of attendees provided those in attendance were representative for the discussions. A view would be taken whether the right people were present

5. Member Roles

- 5.1 The role of each group member shall reflect the remit of the group as set out in Section 2 above. Additionally members are responsible for representing the professional interests of their organisation and will:
 - Attend and participate fully in, all meetings of the group;
 - Act in a manner that reflects and respects the importance of the group, particularly in terms of responding promptly and fully to the requests of the group for further actions, information and confirmation of decisions made in accordance with the group's recommendations
 - Manage local stakeholders effectively;
 - Table feedback from their organisation about the group, promptly and in accordance with any relevant response timetable;
 - Forward any reports into their departments;

- Ensure that the recommendations of the group are discussed and ratified in accordance with organisational governance procedures

6. Governance

- 6.1 The Steering Group will report into the Medway and Swale ICP System Delivery Board in line with the agreed Medway Swale ICP governance structure which can be found as Appendix 1.
- 6.2 Agendas are discussed and agreed by the Chair and Local Care Programme Lead. Group members can raise agenda items to be discussed by the group. The member raising an agenda item shall be responsible for supplying all relevant materials needed to support the group's proper consideration of the items it raises.
- 6.3 Where an action of the group is assigned to a group member to carry out, the member so assigned shall be responsible for fulfilling that action within the timescale agreed and using their own resource to do so except where agreed otherwise by the group.

7. Decision Making and Escalation

Decision making is two way collaboration with the ICP Board and the approach of the group to fulfilling its responsibilities shall be consensual. In the event of differences in approach, the members of the group will seek in the first instance to find a solution that is acceptable to all members. Matters that are agreed by the group and which require the final authority of each members organisation shall be referred as recommendations for ratification within the timescales agreed by the Group.

The Steering Group will make recommendations to the ICP Board and other Boards as appropriate.

8. Meetings

- 8.1 Meetings will take place on a monthly basis with virtual meetings in between if circumstances require. Members will agree how actions are updated and reported during the periods in between meetings.

9. Minutes of meetings

- 9.1 Minutes will be recorded by the Business Administrator for the ICP and will include: decisions which have been agreed follow up actions to be taken outside of the meeting, work to be presented at subsequent meetings and final recommendations. The names of those present and in attendance and any apologies will also be recorded

10. Review

- 10.1 These Terms of Reference will be reviewed in six months (November 2021) by the Joint Local Care Steering Group to ensure that they reflect the business and its efficient operation.

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South East Coast Ambulance Service **NHS**
NHS Foundation Trust

Kent and Medway **NHS**
NHS and Social Care Partnership Trust

NHS
Medway
Clinical Commissioning Group



To note: This governance structure is currently being updated – a new version will be available and embedded into the ToR

Appendix 1 – Updated Governance Structure Pending