## Executive Summary:
This paper has been jointly prepared on behalf of the North Cumbria Programme Board and its constituent partners. It sets out the background to North Cumbria being placed in the Success Regime, updates the Board on the next steps and puts forward a proposed mandate for the Board on how we want to work with our partners within the regime.

## Risk Rating (high, medium, low risk) and any recommended changes to risk rating:
The Success Regime and Mandate are designed to reduce current risk and as such are low risk in themselves, although there is significant risk to their successful delivery.

## Board Assurance Framework Reference:
All items in the BAF are relevant; specifically, this paper addresses risks identified at 2.1.

## Compliance, legal and national policy regulatory requirements:
The Success Regime forms a key part of national policy.
<table>
<thead>
<tr>
<th>Financial Implications:</th>
<th>System financial recovery and long-term sustainability are core success criteria for the Success Regime.</th>
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</table>
| **Actions required by the Board:** | **To approve:** Discussion and decision  
**To note:** Where the Board is made aware of key points but no decision required |

The Board is asked to:
- Note the announcement of North Cumbria as one of three national sites in the Success Regime
- Agree the proposed *mandate* statement setting out our collective commitment for how we will work within the Success Regime

| Data quality: | **Source:** N/a  
**Validated by:**  
**Date:** |
|--------------|----------------|
Success Regime Mandate

1. Background

North Cumbria was identified on 3 June 2015 as one of the three areas to be included in the Success Regime, a new national initiative to help the most challenged health and care economies. The Success Regime forms part of the Five Year Forward View, published in October 2014.

The aim of the Success Regime is to provide increased support and direction to the most challenged systems. The problems in these health and care economies are deep-rooted, long-standing and spread across the whole system as opposed to individual organisations. Local and national organisations may have worked hard for some time to improve services for patients and the public, but have not made the required progress. Transformation is now required and will only be achieved if national and local leaders take a different approach to those take previously, which have not yet delivered the expected improvements for patients and the public.

The Success Regime aims to secure improvement in three main areas:

- *Short-term improvement* against agreed quality, performance or financial metrics;
- *Medium and longer-term transformation*, including the application of new care models where applicable;
- *Developing leadership* capacity and capability

The Success Regime aims to create the conditions for the successful transformation of the health and care economy: stable, ambitious collective leadership; collaborative working across partners; strong patient, community and clinical engagement; strong or improving operational and financial performance and a strong out of hospital system.

2. Why is North Cumbria in the Success Regime?

The challenges facing the North Cumbria health and care system are well documented. As we set out in Together for a Healthier Future in June 2014:

- The system has unacceptable gaps in quality
- We spend more money than we are allocated
- We need to change to meet future demand
- There has been a loss of public confidence
- Our heavy reliance on interim and locum staff due to difficulties in recruitment and retention
The challenges are across the whole system. While many manifest themselves in the acute hospital setting, they are longstanding, systemic and deep-rooted.

We are not starting from scratch. Our [joint] outline strategy for health and care services, Together for a Healthier Future, was published in June 2014. It set out the case for change and a high level strategy for what needed to be done to make sure that local people receive the best and safest possible services into the future. It was produced following engagement with patients, the public and health and care professionals working across the system. This high level strategy was approved and submitted in 2014 as the basis for a cohesive 5 year plan as part of the joined up planning approach between NHS England, Monitor and the NHS Trust Development Authority.

However we recognise that the existing strategy has not yet been developed in sufficient depth to deliver the changes we need at the pace and scale required, and leaves a number of critical issues unresolved. The root causes of risks go unaddressed, creating uncertainty for staff and public and expensive and unstable mitigation. There remains no single agreed system plan which delivers clinical and financial sustainability and this must be addressed as a matter of urgency.

Therefore the announcement of the Success Regime has been welcomed by the leaders of all the main health and care organisations in the North Cumbria health and care system as an opportunity to accelerate progress to resolve our long-standing challenges. This mirrors Cumbria’s participation in the Vanguard process (South Cumbria being a major component of Better Care Together across the Morecambe Bay area).

3. Next steps

The NHS Trust Development Authority, NHS England and Monitor are in the process of appointing a Programme Director to lead the Success Regime work in North Cumbria. Tim Rideout, Director of Commissioning Operations (Cumbria and the North East) at NHS England will be interim Programme Director pending the substantive appointment.

We expect that there will be a local launch of the Success Regime in early September, with the opportunity for the Programme Director to engage with staff, the public and other local stakeholders in the development of the work programme.

4. Proposed Board mandate

In the meantime in advance of the arrival of the Programme Director, we have been working alongside our partner organisations in North Cumbria to prepare for the
implementation of the Success Regime to ensure that we make best use the
opportunities that the regime will bring.

Working with our partners across North Cumbria, we have developed a shared mandate statement for each board to sign up to, setting out our collective commitment for how we will work within the Success Regime:

As a Board:

We fully recognise the urgency to accelerate progress in delivering the radical transformation required to deliver clinical and financial sustainability for the North Cumbria health and care system.

We recognise the need for all health and care organisations in North Cumbria to work as a single system to jointly resolve key challenges we face, including:

- Improving patient flows across the whole system
- Severe recruitment and retention difficulties across the whole health and care system that threaten the future viability of some services
- System-wide financial challenges, which are both structural and operational efficiency
- Significant fragility across the system including:
  - Acute medicine, paediatrics, obstetrics and a number of other services particularly at West Cumberland Hospital (WCH) and in specialist services
  - General Practice as an essential “provider sector”
  - Community services
  - Social care, including the residential and nursing home sector
- Levels of trust/confidence from some of our local communities (particularly in West Cumbria) are very low, making implementation of change more challenging.

We recognise the need to align and integrate how we deliver services within the more cohesive regulatory environment that the Success Regime introduces: all organisations working within one Success Regime supported by NHS England, the NHS Trust Development Authority and Monitor who regulate the system as a whole.

We specifically recognise that it is essential that our solutions do not result in risk simply being transferred from one setting to another and our priorities/plans must ensure this does not happen.

We share the following common priorities:

- Ensuring that we properly engage local communities in developing our plans.
• Resolving the outstanding issues in our comprehensive service strategies to successfully address our fragilities, whilst ensuring we have robust contingency plans for more urgent action if required.
• For Cumbria, develop a comprehensive strategy and deliver early improvements for mental health services.
• Set out the route map to enable the acquisition of North Cumbria University Hospitals NHS Trust to proceed in order to support more successful integrated service delivery for patients in future.

Leadership for addressing these challenges sits within the existing health and social care system. However we recognise the need for and welcome further investment and support to enable “accelerated improvement” through Success Regime diagnostic, planning, delivery and exit phases.

5. **Recommendations**

The Board is asked to:

- Note the announcement of North Cumbria as one of three national sites in the Success Regime
- Agree the proposed *mandate* statement setting out our collective commitment for how we will work within the Success Regime

Dr Deborah Freake  
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July 2015