

NORTH WEST LONDON CLINICAL COMMISSIONING GROUPS

UPDATE ON THE COLLABORATION DEVELOPMENT PROGRAMME

1. Context

Collectively the 8 NW London CCGs have developed a shared vision for health and care whereby we aim to work together as a joined-up health and care system to reduce unwarranted variation for our patients and to work together with our main providers to further increase the amount of care delivered closer to home. We also recognise that our financial challenges are significant and that only by working together can we begin to address them.

It is from this platform that we have embarked on a programme to further develop and strengthen collaborative commissioning across our eight CCGs, culminating in key agreements at Governing Body meetings firstly in September 2017 and then in January 2018. At these meetings the Governing Bodies (GBs) have agreed to:

- Launch a Joint Committee which will *ultimately* have delegated decision making authority over an agreed range of responsibilities
- Make changes to sub-committee arrangements within and across CCGs
- Develop a new Financial Framework that supports and enables greater collaboration
- Appoint a single AO (*process on-going*) and single CFO (*process complete*) across the 8 CCGs
- Develop new senior leadership structures to support new ways of working
- Develop new processes and operating models that support and enable greater collaboration
- Invest in OD to support leaders and teams to respond to the changes taking place.

2. Purpose of this paper

The work necessary to deliver these objectives is being led through the Collaboration Development Programme. This paper provides a brief overview of progress together with a report on the development of the shadow Joint Committee.

Governing Body members are asked to note the content.

3. What progress have we been making?

3.1 Establishment of the Shadow Joint Committee

As members will be aware, since the governing body meetings at the end of January 2018 we have been working to finalise the detail of the Shadow Joint Committee, recognising that we need to get the arrangements in place (eg membership, shadow terms of reference) before we can fully operationalise the Shadow form.

The first meeting of the emergent shadow committee took place on 1st February and the second on 1 March. A report of the meetings is included.

3.2 Establishment of the Collaboration Development Programme Board

The first meeting of the newly established Programme Board (which replaces the previous Steering Group) has taken place. The Programme Board has discussed and agreed in principle to the proposed Terms of Reference. Subject to some minor adjustments the final copy will be signed off at the next full meeting.

3.3 Workstream establishment and progress

Five workstreams have initially been identified to help drive the changes and developments needed to address the questions/expectations of the governing bodies and to deliver an effective collaborative commissioning operating model.

The workstreams and progress:

- ✓ Governance – this is the single biggest area of development. A technical working group is in place and the Governance Design Group is meeting fortnightly to progress the workstream action plan.
- ✓ Comms and Engagement – a strategy has been developed and agreed by the Programme Board; an action plan is now being developed.
- ✓ Organisational Design (this incorporates new leadership roles and new ways of working) – an initial action plan has been developed and priorities have been agreed. The initial focus of activity is on role specification development for the 5 new functional posts.
- ✓ NWL Financial Framework – has been further developed in light of the new planning guidance and has been discussed at GB seminars that have taken place throughout February. Governing Bodies are being asked to formally consider the framework during the March round of meetings. .
- ✓ Organisational Design (OD) – at its final meeting in January, the Collaboration Board agreed that this workstream is a second-order priority given the need to focus on programme start-up and the development of shadow, and subsequently full, Joint Committee arrangements. Initial scoping of needs is being undertaken with a view to procuring an OD partner during Q1 of 2018/19.

4. Other developments & next steps

- A programme budget has been agreed for 2018/19. Mobilising programme resources to support workstream leads is now underway.
- In the next phase of work we will be focussing on finalising detailed programme plans for each workstream and the programme overall. This will capture key milestones, interdependencies and set out a fully mapped critical path. Work will also continue in the governance workstream, particularly to support development of governance proposals and in supporting the *emerging* Shadow Joint Committee, and then *full* Shadow Joint Committee meetings
- Work will take place over the few of weeks to develop specifications for the new leadership roles, recognising the interdependencies with recruitment to the single AO role. Close working with HR will ensure progress can be made whilst remaining flexible.
- We are also planning to establish joint workshops and development events with staff to support the development of new operating processes that are necessary to support greater collaboration. We will be seeking a mixture of volunteers and experts to take part in these events.
- Further development of the Communications and Engagement strategy and action plan will take place with the involvement of lay members.

ESTABLISHING THE JOINT COMMITTEE – UPDATE REPORT

1. Background

In January the Governing Bodies of the eight CCGs in NW London agreed to progress collaborative working to a new phase, building on what we already have in place. One device to help us achieve this is to establish a Joint Committee where we can do business together across organisational boundaries. The complexities of doing this are not to be ignored and we agreed to test the arrangement in 'shadow form', refining the model as we go.

The Joint Committee will be a committee of each Governing Body in NW London. Its primary focus will be on acute commissioning and other areas where a collective view across NW London would benefit residents. As part of the set up phase, we have held two meetings so far (one on 1 February and one on 1 March). In this phase we have been setting the scene for the new committee and concluding outgoing business that had been dealt with by the Collaboration Board.

At the first meeting we considered plans to build the committee membership, including an independent chair, lay members, and Healthwatch representation. We also had discussion on a £2.9m investment in diabetes services and ways in which we can improve access to cancer services and outcomes for patients.

The approved minutes of the February meeting are appended to this report. The minutes of the March meeting have been circulated to Governing Body members for information and will be published on-line with the May Governing Body papers.

The remainder of this note provides a summary of the discussions held at the meeting on 1 March.

a. Joint Financial Framework

Neil Ferrelly, Chief Finance Officer of the CCGs, introduced a paper that was also being considered by each Governing Body. The financial framework aims to support implementation of our strategic objectives (ie to make a positive impact on our residents' health and wellbeing), help us to minimise variation, resolve areas of financial cross-subsidy, and manage financial risk more effectively.

A discussion was had on the strategic approach towards managing finances across NWL CCGs including management of investment. Some key points raised in discussion were:

- A proposal was put forward that CCGs in receipt of funding from the shared investment pot should, at a later stage, deposit a certain proportion of it back to ensure that there was always an operational pot from which investment could be sought.
- It was countered that a cautious attitude towards investment may be reducing risk-taking, which was an integral and necessary part of investment. We should avoid being unwilling to invest out of concern that we might not make a full financial return, thus perpetuating inequalities.
- More detailed discussions needed to be had on the strategic approach towards investment in advance of bringing this back to the Governing Bodies. Neil Ferrelly would work on this with colleagues.
- CCGs had a variety of views on the framework as currently described and more work would be done to refine the model in response to concerns and feedback prior to taking it to Governing Bodies for approval in March.

b. Business Planning

Mary Clegg, Managing Director of Hounslow CCG and lead on planning (jointly with Caroline Morison, Chief Operating Officer of Hillingdon CCG) introduced the item. Business planning in this context includes financial planning, QIPP planning, and internal and external planning documents.

There was a discussion around QIPP and how we manage this effectively across the CCGs and, in particular, how we should plan QIPP on a continual schedule throughout the year, rather than viewing it as an annual exercise.

There will be a separate item on the Governing Body agenda about this.

c. West London Mental Health Local Services Transformation

The item was presented by Tessa Sandall, Managing Director of Ealing CCG and Neetika Mahan, Programme Director, Mental Health Transformation. The paper described the programme including progress to date. It covered a broad range of services including planned and primary care as well as the single point of access helpline for urgent care. The paper was presented in order to conclude business of the outgoing Collaboration Board.

Key points raised in discussion included the following:

- Improvements and a return had been made possible by drawing on £1.5m from the financial strategy and a request was being made for a further £1.5m.
- More work was needed to increase visibility around the achievements made in this area, as there had been significant progress which was to be commended.
- Co-production with patients had been a feature of this work and this needed to be expressed more clearly within the paper.

d. Strategic Outline Case (SOC) 1

Kevin Nicholson, Director of Acute Services, presented the item updating those present on the state of play with the progress of the SOC through NHS England and NHS Improvement. SOC 1 is a business case for capital investment in primary, community and acute estate across part of NW London. There was a query whether the pre-election period and the rules on publicity might delay its progress; however, it was not anticipated that this would be an issue.

e. Collaboration Board Development

The paper was submitted for information by David Freeman, Director of Development, however the Chair invited discussion on the item, as time permitted. Key points raised included the following:

- It was proposed that there be two Healthwatch representatives on the Joint Committee in order to deliver better representation.
- Clarification was requested on the programme governance and it was agreed that this would come to the Integrated Lay Partners' Forum.
- A request was made for lay member involvement in developing the communications and engagement strategy.

f. Any Other Business

There was a brief discussion on the mental health standard and investment. It was also agreed that how to express this CCG operating plans be brought to the financial planning workshop for consideration.

2. Next Steps

Work is ongoing to develop an annual plan of the business that will go to the Joint Committee as well as recruiting to the vacant roles. The plan is to bring terms of reference to Governing Bodies in the summer for consideration which will be prepared in light of the lessons learned during the shadow phase.

3. RECOMMENDATION

The Governing Body is asked to note the content of these two update reports.