

NWL CCGs' collaboration board summary update

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The collaboration board meets fortnightly to discuss strategic and operational matters across NWL's CCGs in the areas of shared support services, general strategic business, business intelligence and informatics, and finance strategy. A short and informal chairs' group meeting is held regularly.

Between 8 January and 12 February 2015 inclusive, the collaboration board met on four occasions.

This update is to provide an overview to governing bodies and members of the public of the key issues that were raised and of what can be expected to be discussed at subsequent collaboration meetings. Its objectives are to safeguard transparency by reporting on the way in which we are working together across our individually sovereign CCGs and to ensure appropriate compliance with our schemes of delegation.

The table below summarises how business has been dealt with at which meeting and when, and what the next steps are where appropriate. Please refer to the pages that follow for further detail.

Table 1

Outcome	Decisions taken by the collaboration board	Chairs' actions taken at the collaboration board	Recommendations back to governing bodies
<p>What:</p> <p>Where / when:</p> <p>Summary:</p>	<p>2015/16 provider contracts key cross-cutting strategic themes; draft initial schedules and metrics</p> <p>Shared support services (8 Jan)</p> <p>To guide and support the annual contracting process, the collaboration board endorsed the cross-cutting strategic themes for 2015/16 provider contracts; and endorsed the schedules and metrics from which to begin locally tailored negotiations (MDs/COOs attend weekly Contracts Steering Group).</p>	<p>Joint pro forma expression of interest on primary care co-commissioning</p> <p>Chairs' group (8 Jan)</p> <p>Chairs took actions to agree a joint pro forma declaration to NHS England confirming NWL CCGs' expression of interest in primary care co-commissioning, which included the option to apply for this NHS England function to be delegated to NWL's CCGs.</p> <p><u>[Secretary's Note: CCGs' joint application for delegated arrangements was subsequently</u></p>	<p>2014/15 joint finance strategy and budget (in-year management)</p> <p>Finance strategy (15 Jan; 12 Feb)</p> <p>The collaboration board endorsed the proposed joint finance strategy budgetary changes for 2014/15 as set out in the Month 8 report and recommended these to CCGs' governing bodies for approval.</p>

Outcome	Decisions taken by the collaboration board	Chairs' actions taken at the collaboration board	Recommendations back to governing bodies
		withdrawn.]	
<p>What: HR committee terms of reference</p> <p>Where / when: Shared support services (22 Jan)</p> <p>Summary: The collaboration board approved the terms of reference for the new human resources committee and that OD planning will be further developed.</p>		No further chairs' actions were taken in addition to the one noted above.	<p>2015/16 joint finance strategy</p> <p>Finance strategy (15 Jan; 12 Feb)</p> <p>The proposed joint finance strategy for 2015/16 will be taken to governing bodies for approval at the March meetings.</p>
<p>What: Outpatients prescribing model</p> <p>Where / when: Shared support services (Nov 2014; 22 Jan)</p> <p>Summary: A new patient-centred model is under development to be negotiated as part of provider contracts during 2015/16 (with MD/COO endorsement via the Contracts Steering Group).</p>			

8 January 2015

Shared support services (extraordinary meeting)

[NB. The full meeting minutes were circulated to governing body members ahead of the following meeting on 22 January 2015]

An extraordinary shared support services meeting was held to guide provider negotiations as part of our 2015/16 annual contracting round. Andrew Burgess, NWL's director of contracts, performance and procurement led a discussion. Progress to date was summarised and members focused on what needs to happen next to ensure effective negotiations in the months to come. The contracting round items discussed were:

- **Key cross-cutting strategic themes**
 - These were endorsed with a view to ensuring our strategic priorities for excellent patient care and experience remain an integral part of NWL's signed-off contracts
- **Quality, information, CQUIN and metrics overview**
 - These were endorsed as the basis on which to commence provider negotiations – recognising that each provider contract may have specific challenges and therefore may need to deviate from the overall

NWL wide proposals. To get to this point, which has included the detailed check-in points run by Andrew and his team via the contracting steering group, each CCG has informed the schedules development. Members discussed how certain schedules e.g. Information Schedule have undergone provider engagement and noted that provider workshops are planned for 16 January (quality) and 20 January (CQUIN) respectively.

- [Quality schedules, information schedules, CQUIN schedules and productivity and efficiency metrics for acute, mental health and community providers](#)
 - These will all form part of the respective contracts to be negotiated with each of the NWL providers to ensure that deliverables at each of these areas are optimally targeted and clearly measurable
- [Outpatient prescribing \(further to discussion in November 2014\)](#)
 - An update was given on the progress to implement the principle that patients should be able to take home with them from hospital the medication that they need, rather than face the associated delays of hospital correspondence to their local GPs before they can begin their new or updated course of medication. The board was clear that such an approach will be better for patients and should be better value for the health economy as a whole. A phased approach will be taken that respects the 6 month notice period providers will need to be given to move towards a new model.

Chairs' group

- [Primary care co-commissioning pro forma declaration to NHS England](#)
 - The chairs agreed a joint declaration to NHS England confirming NWL CCGs' expression of interest in primary care co-commissioning which includes the option for this NHSE function to be delegated to NWL's CCGs. The pro forma was required by NHS England's London office by 9 January 2015 and chairs' actions were taken to agree that it would be submitted, with the clear caveat that we will continue to follow through with our commitment to consult and engage with CCGs' members. A discussion with members will need to be taken by 20 March 2015 as to what primary care model we would like to proceed / not proceed with.

15 January 2015

Finance strategy

[NB. The full meeting minutes were circulated to governing body members ahead of the following meeting that was held on 12 February 2015]

The key issues discussed were:

- [Shaping a Healthier Future and North West London strategy and transformation programmes: month 8 budget report.](#)
 - The board reviewed the further in-year issues that have arisen and agreed to recommend to governing bodies an approach to funding the total estimated pressure of £7.6m. It was proposed this would be funded from further contributions from CCGs (CWHHE £5m; Brent £2.6m).
- [North West London finance strategy for 2015/16: planning update](#)

- The board discussed the previously agreed planning positions regarding 2015/16, covering each of the component parts A–C of NWL CCGs' agreed joint financial strategy, and reviewed the priorities for strategy and transformation for 2015/16.
- The board discussed the scope of strategy and transformation planned spend areas for 2015/16 in the five application areas at Part A of the strategy: whole systems integrated care (WSIC), primary care transformation, acute reconfiguration, mental health transformation and cross cutting and core team.
- **Implementation business case (closed session redacted summary)**
 - A briefing paper was presented that outlined progress to date in finalising the Shaping a Healthier Future Implementation Business Case based on trusts' draft acute business cases and CCGs' out of hospital plans, reflecting current progress on implementation and taking into account operational demands for health services of NWL as they currently stand.
 - It was noted that significant progress has been made in delivering the transformation programmes for SaHF and that there is a need for capital investment in order to deliver both out of hospital strategies and acute reconfiguration within NWL.

22 January 2015

Shared support services

[NB. The full meeting minutes have been circulated to governing body members ahead of the next meeting on 26 February 2015]

- **Performance management of shared support services**
 - The board revisited the question as to how shared support services are being managed and delivered now that they are in-house, how performance is being monitored, and how we are able to understand where the challenges are.
 - The proposed framework built on what was in place at the time of the CSU, and further aligned performance monitoring against 1) strategic and operational objectives for each service against defined time-scales and 2) a range of service KPIs to make up a performance dashboard. The board considered whether this was the right methodology and whether the KPIs were right.
 - There was discussion as to how the composite dashboard could be made more holistic and comprehensive of all shared elements, including financials where relevant.
- **Directors' summary updates**
 - Directors leading shared services across NWL's eight CCGs presented on the key issues to be aware of with respect to HR and OD; communications and engagement; BI and informatics and contracting, performance and procurement.
 - The board approved the terms of reference for the new human resources committee and that OD planning will be further developed.
- **Contracting, performance and procurement**

- Mental health contract offers had been issued and acute offers were about to be issued within the next few days.
- It was noted that the procurement steering group has been reviewing the operating and investment plans for 2015/16 with a twelve month time-table for procurement to plan ahead the capacity. The detailed plans are being decided on by CCGs' Finance and Performance committees.
- CCGs are conducting a review of what procurements are being run outside of the SBS procurement service in place, to inform discussion of cost effectiveness and potential synergies.
- It was noted that an NHS 111 service re-procurement programme board (task and finish working group) has been established. It was agreed that the ability to deliver locally well-informed clinical triage must be built into the final service specification. An update is due to be taken on 26 February.
- **Proposed contracting round escalation process**
 - The board was content with the process as described and the principles outlined, which required any changes to be confirmed by the MD/COO of the Lead CCG and for changes to be confirmed by the Associates Committee if relevant to contract.
- **Contract round weekly tracker (template)**
 - A template was agreed to be used to support 2015/16 contract negotiations that will be updated on a weekly basis to be reviewed by the NWL CCGs' central contracts PMP office. The tracker is designed to capture detail more comprehensively than in the past on negotiations status and key issues in line with requirements from NHS England. This will also support the monitoring and tracking of any deviation from the initial schedules endorsed on 8 January 2015. Any material deviations are being discussed and captured at weekly check-point meetings as contract negotiations progress.
- **Contracting, performance and procurement risk register**
 - The top seven RAG rated risks were discussed and mitigating actions were in hand.

BI and informatics strategy

[NB. The full meeting minutes have been circulated to governing body ahead of the next meeting on 26 February 2015]

- **Interoperability business case development**
 - At the heart of the case for interoperability across NWL is the need to adequately support whole systems integrated care through making available, in real-time, fully integrated patient information. It would have a significant bearing on creating efficiencies across NWL's health economy as a whole, which currently sees, for example, approximately eight million pieces of paper in circulation each year because electronic messages cannot be exchanged between some systems.
 - The development of a business case for NWL is currently at the consensus-building stage and the profile of existing work is being raised among all stakeholders. There have been some notable areas of progress toward interoperability. This included the ability of the 111

service to view Hillingdon's GP records in real time. Work is underway to develop integration between acute providers.

- [Informatics strategy](#)
 - Tailored workshops will be held with CCGs and providers to develop and test specific business intelligence aims and requirements.
- [Patient risk stratification tool](#)
 - CCGs' members were keen to explore possible risk stratification options specifically for Brent CCG, Harrow CCG and Hillingdon CCG, where GPs do not currently have access to a free risk stratification tool and so the results of the pilot are awaited.
- [WHYSE advanced analytics programme update](#)
 - It was noted that the WHYSE programme board will report into this meeting – minutes will be received at the subsequent meetings. In March 2015 it is intended that there will be dashboards available to road test. Ian Riley and Amanda Lucas from the BI team are working with each CCG to discuss how the BI platform can be implemented and used.

12 February 2015

[General strategic business](#)

[\[NB. The full meeting minutes will be circulated to governing body members ahead of the next meeting on 12 March 2015\]](#)

The key issues discussed were:

- [Strategy and transformation work-plan and North West London CCGs' 5-year strategic plan](#)
 - The board discussed draft proposals to submit a refreshed 5yr strategic plan, to develop a roadmap and benefits dashboard articulating the delivery of the 5yr plan, and the proposal to review the governance of the strategic programmes. This incorporated consideration of key strategic programme priorities for 2015/16 and a discussion about how this work should be delivered.
- [London CCGs' transformation programme](#)
 - There was discussion of the work being led by NHSE to agree transformation priorities affecting London as a whole and the proposals for engaging with London's 32 CCGs to ensure that these align with what individual CCGs and groups of CCGs want to do. A draft paper that has been developed by NHSE is due to be considered at London CCGs' governing body meetings in March.
- [Mental health 'laying the foundations' programme](#)
 - Ben Richardson, Managing Partner, Carnall Farrar, presented the work. Consideration was given to transformation readiness ahead of the Mental Health and Wellbeing Strategy with a focus on understanding historic cost variation in NWL and the financial position of the mental health and community trust, Central and North West London, which receives 40% of its income from NWL. Discussion focused on understanding the relationship between unit cost and quality and

outcomes, and the detailed plans to assess and review the clinical pathway.

- **New models of care (formerly 'vanguards') applications**
 - An update was given on NWL CCGs' recent expression of interest to NHSE in response to the 'Five Year Forward View' new models of care programme. This sets out the national direction of travel and expectations for local areas to work with national bodies to prototype new models of care. This approach aligns strongly with NWL transformation objectives including Whole Systems Integrated Care and primary care transformation and thus provides a valuable opportunity to accelerate progress through national support. A formal response to the application is pending at the time of writing.
- **Primary care commissioning update**
 - An update was provided on the next steps in deciding on NWL's primary care co-commissioning choice for NWL.
- **Shaping a Healthier Future: update**
 - A brief update was given on the Shaping a healthier future Reconfiguration Programme, specifically the proposed decision making process for Ealing Hospital in-patient maternity and paediatric transitions.

Finance strategy

[NB. The full meeting minutes will be circulated to governing body members ahead of the next meeting on 12 March 2015]

- **Month 9 finance report (Shaping a Healthier Future and strategy and transformation programmes)**
- **NWL finance strategy 2015/16 planning update**
- **Implementation business case – economic and financial analysis**
 - Updates were taken ahead for review prior to discussion at governing body meetings.