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Title of paper	Update Report on the Programme Initiation Document & Governance Arrangements for Accountable Care development
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The Governing Body is asked to:

- a) Note the feedback from the recent seminar events and how this will be addressed (see attached update report)
- b) Confirm the CCG's approval of the Programme Initiation Document which initiates the work required to explore and develop accountable care models (as highlighted in the attached executive summary)
- c) In light of the issues raised, note the revised timelines and process for the development of formal governance structures and any associated proposals for delegated authority.

Summary of purpose and scope of report

As part of the work to develop and implement Accountable Care Partnerships (ACPs), a Programme Initiation Document was presented at the Hammersmith & Fulham (H&F) CCG Governing Body meeting in September 2016. At the same time the interim governance structures were described and the aim to propose formal governance and delegation arrangements at the November meeting was highlighted.

It became clear through the initial discussions that there was a need to raise the level of familiarity with the aims and objectives for accountable care to enable H&F to fully support the PID and associated governance arrangements. To enable this, colleagues agreed to

discuss the plans for ACPs at the October Governing Body (GB) development session, as well as to take part in specially organised joint development sessions with other CCG GBs before the end of October.

- The attached report sets out the main areas of discussion and feedback from H&F GB members and our wider partners at the seminar events. The report also describes how the programme is organised to address these issues.
- Also attached is an executive summary of the Programme Initiation Document. The core PID has not substantially changed from the one presented at the September meeting but through our discussions we have been able to better identify the areas of most concern to governing body members and to make adjustments in light of these discussions. Your particular attention is drawn to slide 3 which summarises the aims and purpose of the PID document
- Finally, the paper also includes an update on progress with developing the governance structures and the process and timelines we now propose to follow.

Quality & Safety/ Patient Engagement/ Impact on patient services:

At their heart ACPs focus on improving population health and incentivise quality care delivery rather than driving a focus on the volume of services or demand management. ACPs are about bringing organisations together, removing organisational barriers and establishing a one system approach to our system-wide health and care challenges. It enables transformation rather than directly changing patient services.

In creating an accountable care system we will be commissioning partnerships of providers to deliver against outcomes that have been co-designed and jointly agreed by patients, carers, resident, service users, partners, clinicians and commissioners.

In addition, initial steps have already been taken to engage with the CCG's patient engagement and reference groups as well as to begin implementation of a more comprehensive programme of stakeholder engagement events (beginning in September with events planned for October, November and December).

Finance, resources and QIPP

The introduction of ACPs will have an impact on finances, staffing, efficiency targets and service improvement plans. The core aim of Accountable Care development is to enable the more rapid and sustainable service transformation that is set out in the NW London Sustainability & Transformation Plans. Delays to the roll-out of accountable care will have

an impact on the pace at which financial and quality benefits can be realised.

Additionally, the commencement and on-going management of the programme will require significant programme office resource given the scale and complexity of the changes. An initial resource strategy has been developed and is being discussed and tested before being finalised. Further discussions will take place with GB members as appropriate in due course.

Equality / Human Rights / Privacy impact analysis

An Equality Impact Assessment will be carried out as part of the System Change programme workstream. The results will be shared with Governing Bodies once finalised.

Risk	Mitigating actions
<p>1) A draft risk log and associated mitigating actions have been developed based on the aims and ambitions of the Accountable Care Programme and on the level of detail available to us at this stage. These risks have been developed from a local H&F CCG level as well as from the perspective of the over-arching programme.</p>	<p>The Programme Initiation Document sets out the structures and plans for the development of accountable care. The plans and approach identified take account of the key risks and the supporting structures (ie governance) will ensure risk is properly managed throughout.</p>
<p>2) The most pertinent risk at this stage is the potential failure of all CWHHE CCGs to agree the PID and thus enable the formal commencement of the programme.</p> <p>The result would be a significant delay to the development and ultimately implementation of accountable care and in turn, a significant impact on the ability to fully implement and realise the plans set out in the STP</p>	<p>i. Time has been spent in 4 of the 5 CWHHE CCG GB seminar sessions during October to discuss and further develop key aspects of the programme.</p> <p>ii. In addition, joint GB seminar sessions were held to promote and support shared CCG understanding and development of the plans</p> <p>iii. Further sessions and discussions will take place over coming weeks to ensure the continued engagement and iteration of the accountable care development plans.</p>

Supporting documents

- 1) Update Report on the Programme Initiation Document & Governance Arrangements for Accountable Care development
- 2) High Level Executive Summary of the Accountable Care Programme PID

Governance and reporting

(list committees, groups, other bodies in your CCG or other CCGs that have discussed the paper)

Committee name	Date discussed	Outcome
Initial ACP Programme Board	28/07/2016	The PID was endorsed by the Programme Board.
CWHHE CCG Governing Body Meetings	September	The PID was endorsed by three of the 5 CWHHE CCGs; all CCGs asked for more time to discuss and debate the accountable care development plans.
CWHHE CCG Governing Body seminars	October	Established the whole systems integrated care context and aims for accountable care development in CWHHE
CWHHE CCG Governing body seminar events	18 th & 19 th October	Core purpose of the PID was confirmed. Discussion to capture the key factors and challenges to be addressed as we move to programme commencement took place