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Title of paper	NW London Collaboration Development Programme close-down report
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Confidential	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/> Items are only confidential if it is in the public interest for them to be so

The Committee is asked to:
Note the final report of the Collaboration Development Programme 2018/19.

Summary of purpose and scope of report
<p>The Collaboration Development programme aimed to deliver a single leadership across the eight CCGs, with supporting governance products to enable greater collaboration, by March 2019. Three projects were identified to help deliver the changes and developments needed to develop collaborative commissioning across NW London. This was on the back of agreements and requirements as set out by the eight CCG Governing Bodies at their meetings in September 2017 and January 2018.</p> <p>The enclosed paper provides members of the Joint Committee with the final report of the programme following programme closure on 21 February 2019. The Committee is asked to note the progress made against aims and objectives.</p> <p>Our planned outcomes for the Collaboration Development programme:</p> <ol style="list-style-type: none"> 1. NW London single corporate leadership in place <i>by December of 18/19</i> 2. Single corporate governance, utilised effectively <i>by March of 18/19</i> 3. Enabled, engaged staff – <i>throughout change, in a consistent manner</i> 4. Efficient processes – <i>aligned to priorities, as driven by the leadership</i> 5. Improved staff and knowledge retention - <i>on-going</i> 6. Robust, agile organisation ready for the requirements of integrated care <i>2021</i> 7. Effective running cost management – <i>2019/20</i> <p>This final report details our progress made towards achieving our planned outcomes.</p>
What are the benefits of this project?
<p>The Collaboration Development programme was developed from a collective need to work better together; a series of engagement events in 2017 led to the case for change to be agreed at Governing Bodies, along with agreement for joint decision making and exploring the process of associated constitutional changes with membership. Since that time, we have</p>

progressed with the programme and initiated delivery of our programme aims:

1. Embed new ways of collaborative working
2. Reduction in variation/ increase standardisation, where feasible
3. Single processes to support business flow, avoiding duplication
4. Organisation developed as a building block for a potential Integrated Care Organisation
5. Develop NW London Collaboration as a functioning entity, with single leadership in place

The key objectives required to deliver these aims, as agreed with Governing Bodies in September 2017, were:

- **Launch a Joint Committee**, intended to 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 Accountable Officer and single Chief Financial Officer** across the 8 CCGs
- **Develop new senior leadership structures** to support new ways of working
- **Develop new processes & operating models** that support and enable greater collaboration
- Invest in organisational development to **support leaders and teams** to respond to the changes taking place

Patient benefits

Working together to reduce variation, and deliver more consistent quality standards and a better patient experience, will mean patients across NW London can expect the same standard of care regardless of where they live.

By reducing variation in patient outcomes and levelling up to achieve more consistent standards we have the potential to reduce the overall demand on our services. For example, if we identify more patients with atrial fibrillation in the community we can work pro-actively to reduce the incidence of strokes and thereby reduce the number of patients being admitted to hospital in the first place.

For complex patients with multiple conditions, and activity in multiple care settings, a more joined-up offering can enable more coherent management of the patient pathway regardless of where services are provided. If we commission services collaboratively across the eight CCGs with a single voice and an overall vision we can provide greater clarity for acute trusts and achieve greater influence and leverage, enhancing our ability to manage the relationships with large providers.

Patient, staff and stakeholder engagement

The programme was informed by a series of workshops and interviews with governing body members and senior managers in the CCGs and other partners and stakeholders, including provider chief executives and local authority leaders throughout 2017.

44 individuals were interviewed and their responses analysed. In addition, an on-line survey was sent out to 207 CCG governing body members and senior managers, with 119

responses received.

The feedback from this engagement was used to develop the programme aims, case for change and initial options for greater collaborative working.

As we have developed the programme, we have further engaged with key stakeholders on a workstream basis:

Communications and Governance Design: Through the Governance Design group, we co-designed the governance products. These were iterated through further engagement with a wider group of lay representatives, our integrated lay partners group, and governing body members. We held a Joint Governing Body Seminar in August 2018 to further engage with our members.

Organisational design and development: for each of the new leadership roles developed, a series of workshops were held to design the roles, immediate organisational structures and ways of working, by utilising the proficiency of our subject matter experts – our staff

Jargon buster

Integrated Care: joined-up care centred around the person:

Governance Design Group: a forum of stakeholders who design and iterate key collaboration governance products

Financial Framework: a financial structure in which our eight CCGs can manage money more effectively

Collaboration Development: the NW London programme to bring together staff and leadership of the eight CCGs, creating a more joined-up workforce with less fragmentation

OD – Organisational Development: the planned effort for the organisation, managed by leadership and supported by employees, to increase organisation effectiveness through planned change in processes and systems.

Ratification: the formal approval at a committee or meeting

POD: People and Organisational Design – a project within the Collaboration Development Programme

SMT: Senior Management team

GB: Governing Body

BAU: business as usual

Quality & Safety

Collectively the eight 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.

Equality analysis

No impact to equalities identified within this report.

Finance and resources

As well as improving outcomes and reducing variation, we also recognise that our financial challenges are significant and that only by working together can we begin to address them.

Risk	Mitigating actions
Current programme risks are detailed within the report in the risks and issues section	
Board Assurance Framework, risk 7a: Risk that CCGs do not embrace changes and retain local systems, processes and approaches meaning the benefits of greater collaboration cannot be realised and efficiencies/cost reductions cannot be achieved	Programme with objectives delivering governance and organisational redesign was established in April 2018. With the delivery of the agreed objectives, including key senior appointments and successful constitutional amendments, the programme closed on 21 February 2019. Programme was managed by the Collaboration Development Programme Board, which reports to the Joint Committee

Supporting documents

NW London Collaboration Development programme close-down report – February 2019

Governance, reporting and engagement

Name	Date	Outcome and where in the report can you find out more
Collaboration Development Programme Board	21 February 2019	Final Programme Board held on 21 February 2019 where closed down programme was approved.

Conflict of interest

N/A

NW London Collaboration Development Programme close-down report

Background

The eight NW London CCGs developed a collective vision to work as a collaboration to help improve the services they deliver to patients across their boroughs.

Following a series of engagement events held in 2017 with key stakeholders, the CCGs recognised that working as a collaboration will strengthen their commissioning approach, work better with providers and would be able to address financial challenges together to utilise their resources more effectively and efficiently.

In September 2017, the Governing Bodies agreed:

- That there is a case for changing commissioning arrangements
- To work collaboratively and make joint decisions with the other CCGs in NW London
- That the recommended form for joint decision-making is a Joint Committee, accountable to the eight CCGs via the Governing bodies, and to initiate the process of constitutional change with membership to allow the establishment of such a committee
- That the Joint Committee should have an independent chair
- To conduct a two-month review to develop more detailed proposals on how to change the current operating model of the Governing Body and its committees, in line with the design and decision-making principles
- To a shared Accountable Officer and a shared Chief Finance Officer appointed across all eight CCGs
- To have a two-month review to develop options for a shared management structure in support of the shared Accountable Officer.

Operational change

Following programme scope and budget agreement at Governing Bodies in January 2018, the collaboration development programme was mobilised in April 2018 to progress the implementation of a single leadership structure, a single decision making process with streamlined governance in NW London CCGs.

To further the work, three workstreams; communications and engagement, governance design, and people and organisational development, were identified to deliver the objectives agreed with Governing Bodies in September 2017:

- Launch a Joint Committee
- Make changes to sub-committee arrangements within and across CCGs
- Develop a new Financial Framework
- Appoint a single Accountable Officer and single Chief Financial Officer
- Develop new senior leadership structures to support new ways of working
- Develop new processes & operating models
- Invest in organisational development to support leaders and teams

Leadership

Work began with the agreement of the new NW London leadership structure and the appointments of the Accountable Officer and Chief Financial Officer in by post by June 2018 leading the collaboration.

Further recruitment of key leadership roles were subsequently in post by December 2018:

- Director of Performance,
- Chief Nurse/Director of Quality,
- Director of STP,
- Director of Commissioning (on an interim arrangement), and
- Associate Director of Primary Care

With the new leadership in post, the redesign of functions within each directorate followed where a number of staff consultations were conducted successfully, key highlights include:

- Finance went live with the new structure in September 2018. New ways of matrix working was further established in January 2019 and is currently being implemented.
- Quality consultations completed in February 2019 with plans to go live with new structure on 01 April 2019.
- Performance went live with new structure in December 2018.
- Mental Health Transformation went live in December 2018.
- Communications and Engagement ways of working review completed in October 2018.

- The STP team review is currently in progress.

The remaining recruitment into senior roles and functions in process of redesign will continue to be supported into 2019/20.

The potential risk that during a period of change and transition a large number of staff will leave has not materialised and the risk was managed.

Governance

The NW London Joint Committee was established with the first meeting held in shadow form in January 2018. With the successful amendments of the eight CCGs' constitutions and the recruitment of an independent chair in October 2018, the committee was able to come out of shadow form and in full operation in December 2018.

Further work was undertaken to develop a streamlined governance approach to the eight CCG Governing Bodies and the NW London committees were mobilised, including:

- NW London Joint committee
- NW London Finance committee
- NW London Quality & Performance (shadow form)
- NW London Audit committees in common
- NW London Remuneration committees in common

Subsequently, the related governance products, including the Memorandum of Understanding between the CCGs and the terms of reference of key NW London committees were finalised and approved by the Governing Bodies

Communication and Engagement

With the effective engagement and publication of the London narrative to clarify the decision making process, at NW London level and CCG level, the Governing Bodies were able to approve the constitutional amendments first time around.

In September 2018, the first Joint Committee (in shadow form) was facilitated to be streamed live successfully with open Q&A session with members of the public. Further work followed to improve the internal NW London communications where great progress was made to date.



North West London
Collaboration of
Clinical Commissioning Groups

Having delivered its main objectives, the Collaboration Development Programme 2018/19 closed on 21 February 2019. The remaining tasks and risks/ issues, will be transferred to be managed under business as usual.