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Date	Thursday, 01 November 2018
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Title of paper	Health and Care Partnership governance refresh – Next steps
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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:	Discuss the report and recommend next steps.
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Summary of purpose and scope of report

Following initial discussion at the Joint Committee in the summer, we have worked through our Sustainability & Transformation Partnership (STP) governance groups and with significant involvement from CCGs and other stakeholders, to refresh the structure and governance of our STP.

The aim of this refresh is to:

- Clearly articulate our goals and demonstrate how these enable us to achieve our vision of working as an integrated care system to support our residents to live well and access the health and care support and expertise they need.
- Develop our STP so that it is more meaningful and understandable for our residents and that our transformation focus is prioritising the areas that are most important to them.
- Demonstrate how our STP is working to deliver key national health and care strategies and priorities.
- Develop our governance so that our joint work through the STP is more easily aligned to, and accountable to, our individual statutory organisations.
- Improve clarity on the roles of different groups and meetings so that there is clear system accountability for the delivery of our agreed outcomes.

This paper is presented today to inform Shadow Joint Committee members and to endorse the next steps in development.

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<p>What are the benefits of this project?</p> <p>The aim of the Sustainability and Transformation Plan is to deliver a shared health and local government ambition across NW London.</p> <p>The Sustainability and Transformation Partnership (STP) works to add value across the NW London Health and Care system to support tangible improvements to health and care services for the two million people who make up the NW London community, helping people to be well and live well.</p> <p>The refresh of the STP governance will enable the NW London health and care system to more effectively deliver our strategic priorities. The impact of this will be improved services and outcomes for the NW London population.</p> <p><i>Patient, staff and stakeholder engagement</i></p> <p>These proposals have been developed through discussions at Joint Committee, our STP meetings, individual discussions with the STP leadership and others as well as significant input from our lay partners.</p> <p>Jargon buster</p> <p><i>STP – Sustainability and Transformation Partnership – local partnerships in which the NHS & local authorities join together to co-ordinate services.</i></p> <p><i>Lay partners – patient representatives that provide input on improving services.</i></p> <p><i>AO – Accountable Officer, most senior executive officer for NW London CCGs.</i></p> <p><i>Provider – A legal entity which provides health care services to the NHS.</i></p> <p><i>Digital Portfolio Board – oversees primary care digital services in NW London.</i></p> <p>Quality & Safety</p> <p>Clear and accountable governance structures are a key element in ensuring quality and safety of care in NW London improves.</p> <p>The enhanced clarity and accountability outlined in the STP governance refresh is envisaged to have a positive impact on the quality and safety of care provided to the population of NW London.</p> <p>Equality analysis</p> <p>There is no foreseen adverse impact on equality from this proposal.</p>
<p>Finance and resources</p> <p>The proposal does not identify the requirement for additional investment. The proposal</p>

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should allow for improved prioritisation and co-ordination of existing resources.

Risk	Mitigating actions
The governance arrangements do not take effect on 1 January 2019.	Significant engagement with all system partners has been undertaken through the summer to ensure whole system input.

Supporting documents
<ul style="list-style-type: none"> • None

Governance, reporting and engagement		
<i>Provide a brief overview of where this paper – or work in developing it – has been discussed. Signpost to where in the paper more detail on this can be found.</i>		
Name	Date	Outcome and where in the report can you find out more
Joint Health Care Transformation Group	27 th September 2018.	Updated figure 1 & 2 following discussion.
STP Leadership	5 th October 2018.	Comments feeding into next phase of development
Integrated Lay Partner Group	9 th October 2018.	Comments feeding into next phase of development
STP Health Board	11 th October 2018.	Comments feeding into next phase of development
STP Clinical Board	11 th October 2018.	Comments feeding into next phase of development

Conflict of interest
None identified

Health and Care Partnership organisation and governance – Update

1st November 2018

1. Introduction

Following initial discussion at the Shadow Joint Committee in the summer, we have worked through our STP governance groups and with significant involvement from CCGs and other stakeholders, to refresh the structure and governance of our STP.

The aim of this refresh is to:

- Clearly articulate our goals and demonstrate how these enable us to achieve our vision of working as an integrated care system to support our residents to live well and access the health and care support and expertise they need.
- Develop our STP so that it is more meaningful and understandable for our residents and that our transformation focus is prioritising the areas that are most important to them.
- Demonstrate how our STP is working to deliver key national health and care strategies and priorities.
- Develop our governance so that our joint work through the STP is more easily aligned to, and accountable to, our individual statutory organisations.
- Improve clarity on the roles of different groups and meetings so that there is clear system accountability for the delivery of our agreed outcomes.

This paper is presented today to inform Shadow Joint Committee members and to endorse the next steps in development.

2. Our Vision & Strategy

The following graphic describes our STP on a page. It highlights our triple aim of:

- Giving every child and family the best start and supporting people to live healthy lives
- Ensuring support and care when needed
- If someone needs to be in hospital making sure they spend the appropriate time there

It highlights the interconnected programme areas through which we will manage our transformation in order to deliver these aims. It also important that we work as a system on our key enablers and our commitment to a single clinical and care

strategy, underpinned by a strong and agreed focus on workforce, digital, estates and communications is highlighted.

It is important that we now work to articulate what outcomes we are delivering within each interconnected area and the workstreams that will deliver those outcomes.

Figure 1 – North West London Health & Care Partnership Graphic

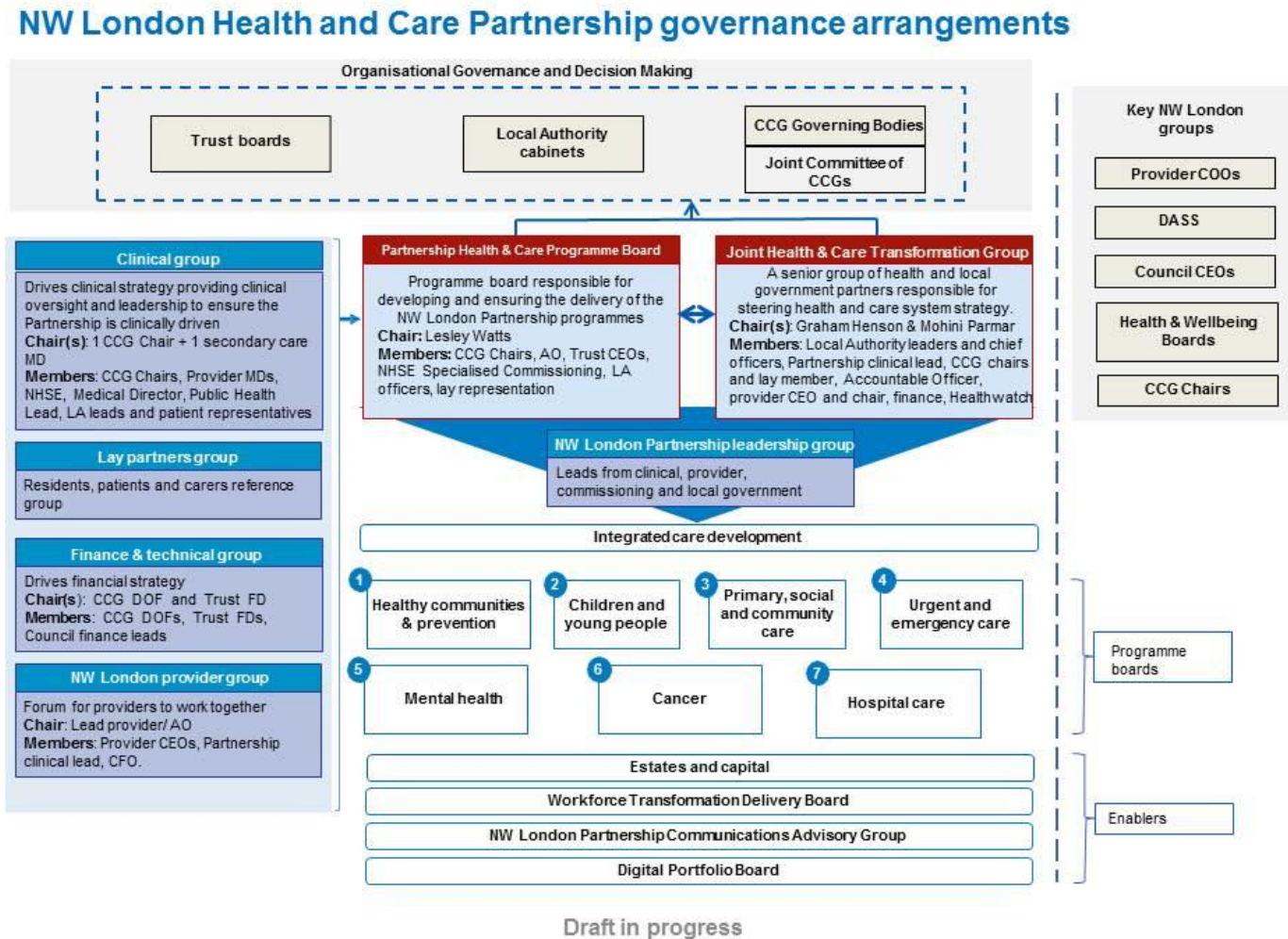


3. Governance

The following governance chart describes the suggested STP governance. Key developments to our current governance are:

- **Expansion of membership of the Health Programme Board to include Social Care.** All programme areas, supported by the enables, are responsible to this group and the Health and Care Programme Board has overall responsibility for delivery of our stated STP outcomes. It is supported in this by a number of sub groups, listed down the left hand side of the chart.
- Recognising the unique skills, experience and perspective that the membership of **the Joint Health and Care Transformation Group bring, this group becomes the steering group** for the STP with a remit to take an overview of the strategy, link in with national policy and ensure we are collectively working to deliver the right outcomes for our population.
- It highlights that the **STP leadership team will work on behalf of the Health and Care Programme Board and Joint Health and Care Transformation Group** to take forward identified actions and ensure delivery of the STP.
- **Ensuring our resident voice is central to our transformation** - a key principle for our STP has always been to ensure we remain rooted in working with and delivering for our residents. This is strengthened through the Integrated Lay Partner Group being a sub group to the Health and Care Programme Board. In addition, lay partners will be members of all programme groups including the Health and Care Programme Board and the Joint Health and Care Transformation Group.
- **Ultimate accountability sits with the Boards of our statutory organisations, the aim of these governance arrangements is to strengthen that relationship** as highlighted in this governance chart. A report from each meeting of the Health and Care Programme Board will go to each organisation and through individual membership of the Group, the STP leadership Team and the STP director this will be a two way relationship.
- There are **other important system wide meetings**, that have a wider remit than the STP but are instrumental to the success of the STP – these are highlighted on the right hand side of this chart.

Figure 2 – Proposed NW London Health and Care Partnership Governance Chart



4. Next Steps

The aim is to start working to the new governance arrangements from January 2019, with sign off at STP governance groups in November/December for onward presentation to statutory bodies. This timescale also enable the STP priorities to be identified within contracts and business plans.

The following next steps are suggested in order to take this forward efficiently and effectively.

Developing our governance

The STP PMO will work with Chairs of the individual meetings, to agree refreshed Terms of Reference (ToR) and ensure that the distinct roles of the Health and Care Programme Board and Joint Health and Care transformation Group are reflected.

It is proposed that a revised Memorandum of Understanding (MOU) between key STP partners will be developed and agreed.

As part of the refresh we are particularly keen to ensure the right information flows are in place between CCGs, other statutory bodies and the STP governance. A key part of this will be ensuring CCGs are appropriately represented on groups.

Developing our Programmes – the STP Leadership Team will appoint a Senior Responsible Officer (SRO), clinical/care responsible officer and programme lead for each interconnected area. This team will be given the responsibility to identify the key outcomes that will form the focus for their area and the programmes, membership and structure and that will deliver this.

It important that our transformation plan identifies key areas of focus so we are able to demonstrate impact, rather than being a catchall for everything. A critical part of this process will be engagement with CCG Governing bodies and Staff to gain input into what our system priorities should be.

The refresh of current plans will usually bring together current work rather than layering in more meetings and new priorities. The aim is that the identified team for each area will develop the outcomes and programmes in consultation with our constituent organisations, lay partners and through the existing governance structures. This will include working with each of the enabler groups.

SROs will be asked to work with the STP leadership team and bring their suggestions for agreement at both Joint Health and Care Transformation Group and Health and Care Programme Board in December 2018.