

<i>Item: 7.1</i>

Date	26 March 2019
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Presenter	NW London Collaboration Development Programme close-down report
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Presenter	Mark Easton, Accountable Officer, NW London Collaboration of CCGs			
Author/s	Chloë Hardcastle, Head of Collaboration Development			
Responsible Director	Mark Easton, Accountable Officer, NW London Collaboration of CCGs			
Clinical Lead	n/a			
Confidential	Yes	<input type="checkbox"/>	No	<input type="checkbox"/> Items are only confidential if it is in the public interest for them to be so

The Governing Body is asked to:
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Note the final report of the Collaboration Development Programme 2018/19
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Summary of purpose and scope of report

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.

The enclosed paper is the final report of the programme following its closure on 21 February 2019. The Governing Body is asked to note the progress made against aims and objectives.

Our planned outcomes for the Collaboration Development programme:

1. NW London single corporate leadership in place *by December of 2018/19*
2. Single corporate governance, utilised effectively *by March of 2018/19*
3. Enabled, engaged staff – *throughout change, in a consistent manner*
4. Efficient processes – *aligned to priorities, as driven by the leadership*
5. Improved staff and knowledge retention - *on-going*
6. Robust, agile organisation ready for the requirements of integrated care *2021*
7. Effective running cost management – *2019/20*

This final report details our progress made towards achieving our planned outcomes.

What are the benefits of this project?

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 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

Item: 7.1

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

Item: 7.1

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.
NW London Joint Committee	7 March 2019	TBA

Conflict of interest

None identified.