

## Group Model Effectiveness Review – Year One 2021/22

NHFT Foundation Trust Board of Directors 24 November 2022 / LPT Trust Board of Directors 29 November 2022

### Purpose of the report

An annual update on the effectiveness of the Group Model containing information to be presented to both LPT and NHFT Trust Boards in November 2022 including;

- A. Review of outputs from strategic programmes year 1.
- B. Recommended strategic programmes year 2
- C. A review of effectiveness of the Joint Working Group (JWG) year 1 2021/22.
- D. Appended updated Group Model Memorandum of Understanding (MoU), Committees in Common (CiC) Terms of Reference (ToR) and JWG ToR for 2022/23
- E. Proposal for the identification of further opportunities for 2022/23

### Analysis of the issue

#### A. Outputs from Year 1 2021/22

When Leicestershire Partnership and Northamptonshire Healthcare Group was created, the Trust Boards each approved a three-year programme of strategic programmes to be overseen by the Committees in Common via the Joint Working Group.

Good progress has been achieved within the strategic programmes for year one, with 70% of plans rated as green with all year one objectives delivered. The remaining 30% of plans had partially delivered year one objectives, with one or more ongoing or carried forward into year two.

**Table 1 Year One outputs**

Strategic Programmes	Status	Main Achievements
Research and Innovation	Amber. Year 1 objectives partially complete	<ul style="list-style-type: none"> <li>- Advertised joint Head of R&amp;I Innovation post</li> <li>- Identified need for a Group research mechanism.</li> <li>- Clinical trials</li> <li>- A joint footprint for medical education</li> </ul>
Governance	Green. All year 1 objectives complete	<ul style="list-style-type: none"> <li>- Group Model and CiC/JWG blueprint</li> <li>- Formalised joint governance meetings</li> <li>- SEB/EMB structure for executive team meetings</li> <li>- LPT 2021 Well Led review by the CQC complete, rating increased to 'Requires Improvement' with elements of good.</li> </ul>
Together Against Racism	Green. All year 1 objectives complete	<ul style="list-style-type: none"> <li>- BAME Aligned Talent Management programmes</li> <li>- TAR agreed actions</li> <li>- Joint Board Workshop 21 November 2022</li> </ul>
Leadership and OD	Green. All year 1 objectives complete	<ul style="list-style-type: none"> <li>- <i>Leading Remote Teams</i> with learning and feedback</li> <li>- Leadership Masterclasses</li> </ul>
Talent Management	Amber. Year 1 objectives partially complete	<ul style="list-style-type: none"> <li>- Talent Management Boards</li> <li>- Joint learning/networking opportunities</li> <li>- Mentoring Programme</li> <li>- A set of "Free movement of talent" enablers</li> </ul>
Quality Improvement	Amber. Year 1 objectives partially complete	<ul style="list-style-type: none"> <li>- Single quality strategy approach discussed</li> <li>- Shared director of patient safety post developed.</li> <li>- Improvement Knowledge Hub development</li> <li>- Process for prioritising QI projects</li> <li>- Developed a strategic business case to further strengthen the IKH workforce</li> </ul>

Finance Leadership	Green. All year 1 objectives complete	- Benchmarking progress - PLICS SYNERGY costing systems - Value Based Healthcare approach - Provider Collaborative financial approach
Estates	Green. All year 1 objectives complete	- Green Plan documents to Trust Boards

### B. Strategic Programmes for Year 2 recommended by the JWG

In year one, the Trust Boards approved eight strategic programmes for the Group. The eight strategic priority programmes remain in place as detailed below and are in year two of a three-year delivery programme;

- Governance
- Together Against Racism – extended to reflect a wider priority for Equality, Diversity and Inclusion from year 2
- Leadership and OD
- Talent Management
- Quality Improvement
- Finance Leadership
- Estates
- Research and Innovation

### C. Effectiveness of the JWG – year 1 (2021/22)

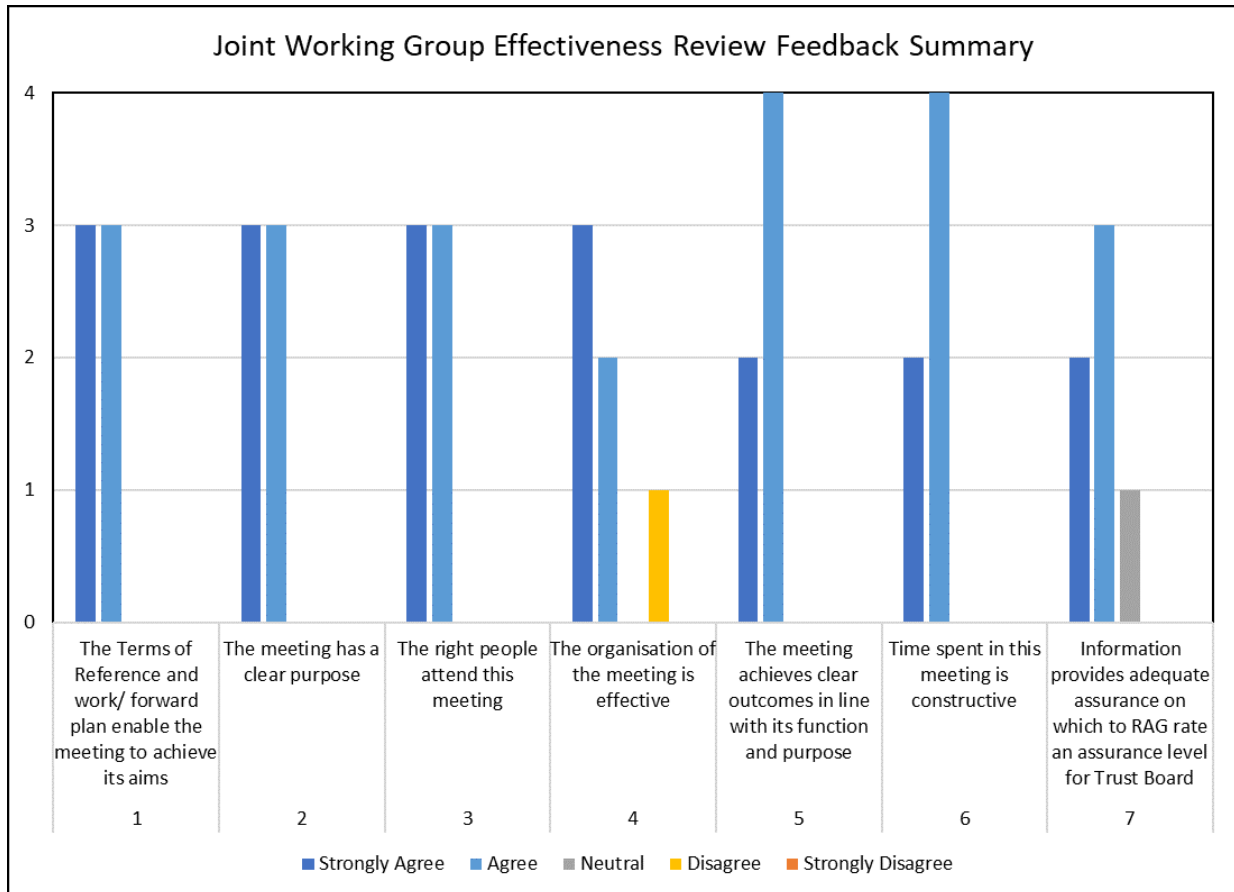
#### Attendance and quoracy

The JWG has been quorate for each meeting throughout the year, with the following attendance rates from each member detailed below in Table 2;

Attendance	April 21	Jun 21	Aug 21	Sept 21	Nov 21	Dec 21	Jan 22	Mar 22	Attendance rate %
NHFT Trust Chair – Crisni Waring	✓	✓	✓	✓	✓	✓	Business completed via email due to COVID pressures (not included in attendance rate %)	✓	100%
LPT Trust Chair – Cathy Ellis	✓	✓	✓	✓	✓	✓		✓	100%
Joint Chief Executive - Angela Hillery	✓	✓	X	✓	✓	✓		✓	86%
NHFT Deputy Chief Exec - David Maher	✓	✓	X	✓	✓	✓		✓	86%
LPT Deputy Chief Exec – Mark Powell	✓	✓	X	✓	✓	✓		✓	86%
NHFT Non-Executive Director - Maria Wogan	✓	✓	✓	X	✓	X		✓	72%
LPT Non-Executive Director – Ruth Marchington	✓	X	✓	✓	✓	✓		NA	72%
Director of Governance and Risk (LPT) and Director of HR and OD (NHFT) – Chris Oakes	✓	X	✓	✓	✓	✓		✓	86%
Director of Strategy & Business Development, David Williams	✓	✓	✓	✓	✓	✓		✓	100%
Chief Finance Officer, Richard Wheeler (until Jan 2022)	✓	X	✓	✓	✓	✓		NA	83%
Chief Finance Officer, Paul Sheldon (from Jan 2022)	NA	NA	NA	NA	NA	NA		✓	100%
NHFT Non-Executive Director – Moira Ingram (Until April 21)	✓	NA	NA	NA	NA	NA		NA	100%

## Feedback from members

In the main, members ‘strongly agreed’ or ‘agreed’ with the statements over the effectiveness of the JWG. One area highlighted by a number of comments related to the administration of the meeting – largely the need to schedule meetings further ahead. There was also a recommendation that administration be normalised with other Board Committees, taken on by the corporate secretariat from Quarter 3 2022. This has been reflected in the JWG ToR (Appendix 3).



## Proposal

### D. Group Model Memorandum of Understanding, CiC ToR and JWG ToR

The LPT and NHFT Trust Boards have both individually reviewed key elements of the Group Model MoU at a Trust Board Development sessions, and were supportive of continuing the current arrangements for at least a further year based on the original wording set out in the MoU approved in March 2021, including;

- The principles of the Group Model
- The Committees in Common approach, utilising the Joint Working Group
- The key focus of the Committees in Common

Following review, an additional ‘early termination’ clause was proposed, and it was felt that there should be a greater overt emphasis on the role of sharing learning. With the Group focused on synergies for the two organisations, it was also suggested that it is clarified within the MoU that there will be no adverse impact on either organisation, or on decision making within each organisation, as a result of these arrangements.

Minor changes have been proposed to the MoU (Appendix 1), the CiC ToR (Appendix 2) and the JWG ToR (Appendix 3) to reflect this annual review and the comments above, for approval by each Trust Board in November 2022.

NB these changes are shown in the appendices as tracked changes so as to make clear how the original text is proposed to change as a result of the effectiveness review.

#### E. Proposal for further opportunities in Year 2

In addition to the joint strategic programmes outlined above, the Group Model has continued to embrace opportunities to further realise the benefits of a combined approach to key strategic issues. We will continually be cognisant of and take opportunities to exploit advantage and sharing of best practice. This has included the introduction of joint roles which to date include a Director of Strategy and Partnerships and a joint Head of Patient Safety.

In year 2, we are looking to introduce further opportunities for improvement and development including clinical leadership, as part of the JWG we will also explore the potential for an underpinning strategic framework for the Group going forwards.

If any opportunities identified require a change in the MoU or the ToR for the CiC and JWG, these will be proposed by the JWG where appropriate and presented to both Trust Boards for approval.

#### Decisions required

Approval for the content of the paper including the JWG annual review of effectiveness, minor amendments to the Group Model MoU, CiC ToR and JWG ToR for 2022/23.



## Governance Table

<b>For Board and Board Committees:</b>	NHFT Trust Board 24 November 2022 / LPT Trust Board 29 November 2022	
<b>Paper sponsored by:</b>	Chris Oakes, Director of Governance and Risk	
<b>Paper authored by:</b>	Kate Dyer, Deputy Director of Governance and Risk / Richard Smith, Assistant Director of Corporate Governance	
<b>Date submitted:</b>	20 November 2022	
<b>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</b>	LPT-NHFT Committees in Common Joint Working Group 6 Sept 2022	
<b>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</b>	LPT-NHFT Committees in Common Joint Working Group HIGHLIGHT REPORT 6 <sup>th</sup> September 2022 High Assurance (Green)	
<b>State whether this is a 'one off' report</b>	Annual Review	
<b>LPT STEP up to GREAT strategic alignment*:</b>	High Standards	Yes
	Transformation	Yes
	Environments	Yes
	Patient Involvement	Yes
	Well Governed	Yes
	Reaching Out	Yes
	Equality, Leadership, Culture	Yes
	Access to Services	Yes
	Trust wide Quality Improvement	Yes
	<b>NHFT DIGB Q strategic alignment*:</b>	Develop
Innovate		Yes
Grow		Yes
Build		Yes
Quality		Yes
<b>Organisational Risk Register considerations:</b>	List risk number and title of risk	LPT – Reaching Out NHFT – Partnerships Working
<b>Is the decision required consistent with LPT's risk appetite:</b>	Yes	
<b>False and misleading information (FOMI) considerations:</b>	None	
<b>Positive confirmation that the content does not risk the safety of patients or the public</b>	Confirmed	
<b>Equality considerations:</b>	None	