

Bristol, North Somerset & South Gloucestershire System Leadership Group

Terms of Reference

1 Document Control

1.1 Document history

Version	Comments	Date
0.1	Purpose of Group discussed.	6/8/14
0.2	First draft TOR generated.	6/8/14
0.3	Feedback from Claire Thompson re image	8/8/14
0.4	Updated image following CFO comments	2/9/14
0.5	Updated image following SLG	24/9/14
0.6	Amendments following the SLG	25/9/14
0.7	Review	12/11/14
0.8	Updates following SLG	7/1/15

2 Background

In July 2014 the healthcare organisations within Bristol, North Somerset and South Gloucestershire (BNSSG) produced five year strategic plans for the development of local health services. These strategic plans highlight the sustainability challenges facing local services from a clinical, workforce and financial perspective. In reviewing the documents the organisations have identified the opportunity to work together in specific areas to improve the coordination and delivery of services for their local population.

This requirement for collaborative working is further supported by the resilience planning guidance for 2014/15 which requires health communities to establish strategic resilience groups. These are proposed to move communities from considering 'winter pressures' to sustainable, year-round delivery of all access targets, elective and emergency services, and avoiding any trade-off between finance and performance.

In the light of the review of the strategic plans and in response to the planning guidance, local organisations have decided to form a new System Leadership Group to provide direction, leadership and support to areas that require joint working across BNSSG. Set out below are the Terms of Reference for this new group.

3 Scope

The System Leadership Group will provide direction, leadership and support to the following areas of collaborative working:

- Review and alignment of the strategic plans produced by local healthcare organisations;
- Creation of a vision for local healthcare services;
- Oversight of the work of the Strategic Resilience Group;
- Sponsorship of the Connecting Care Programme; and
- Delivery of system wide demand and capacity planning.

Where appropriate the Group will commission specific clinical or organisational change programmes. These will only be commissioned where there is a strong rationale for the initiative to be undertaken at the system rather than local level.

Achieving a sustainable healthcare system will be dependent on an extensive transformation programme. To support the delivery of this programme, the System Leadership Group will mandate a subgroup of Directors of Finance to develop new contracting frameworks and incentive models to enable local organisations to approve business cases and manage the financial consequences of the changes that are required.

4 Responsibilities

The group will have responsibility for:

- the alignment of strategic plans across BNSSG;
- the creation and promotion of the vision for services;
- the sustainability of local healthcare services;
- the production of business cases for system wide transformation initiatives;
- the delivery of change initiatives which offer the best value at the health system level;
- the successful delivery of the Connecting Care Programme; and
- the development of a robust methodology and process for system wide demand and capacity planning.

In addition to these specific responsibilities, the group members will need to role model and champion behaviours which promote effective relationships and collaborative working across the health community.

5 Group membership

Membership of the Group will consist of the senior officers from each of the major healthcare organisations within BNSSG.

Name	Role	Organisation
Anthony Farnsworth	Director of Commissioning Operations South West	Area Team
Martin Jones	Chair	Bristol CCG
Mary Backhouse	Chief Officer	North Somerset CCG
Jon Hayes	Chair	South Glos CCG
Jill Shepherd	Accountable Officer	Bristol CCG
Jane Gibbs	Accountable Officer	South Glos CCG
Iain Tulley	Chief Executive	Avon & Wiltshire MH Partnership
Andrea Young	Chief Executive	North Bristol Trust
Robert Woolley	Chief Executive	University Hospitals Bristol
Nick Wood	Chief Executive	Weston Area Healthcare Trust
Penny Brown	Chief Executive	North Somerset Community Partnership
Julia Clarke	Chief Executive	Bristol Community Health
Janet Rowse	Chief Executive	Sirona Care and Health
Linda Prosser	Director of Commissioning	NHS England

Clinical input to the Group will be coordinated through the CCG Chairs who will draw on and reflect the discussions taking place in clinical forums across the area.

The group will initially be chaired by Anthony Farnsworth (Area Team Director), with the arrangements reviewed after 6 months. The Group will be supported with programme management and administrative support by South West Commissioning Support.

Based on previous experience and feedback, local authorities will not be directly represented on the Group, but are expected to be consulted with and briefed by the representative from their local CCG.

6 Performance

The performance of the group will be assessed in regards to their effectiveness in meeting the responsibilities set out above.

7 Governance & Reporting arrangements

Governance arrangements for this type of group are complex and need to recognise the tension between the sovereign status held by individual organisations and the confederated working arrangements that are proposed. They also need to take account of and interface with the range of existing forums that operate within the healthcare sector including clinical leadership forums, the Health and Wellbeing Boards and Better Care Programme Boards.

The structure diagram below depicts the operating arrangements that will be put into place for the System Leadership Group. The relationships with existing forums will need to evolve as the contribution and role of this new group take effect.

To support the effective exchange of information minutes of the meetings will be shared with participating organisations and their key strategic partners.

8 Frequency and structure of meeting

The group will meet every two months for two hours during 2014/15. The frequency and duration of meetings will be reviewed as required.

9 Administration details

The agenda and papers for all meetings will be sent out five working days before the meeting. Minutes of the meeting will be sent out no later than ten working days after the meeting.

All correspondence will be via email where possible.

