

# System Leadership handbook

## Governance

### Version history

| Version | Date      | Author      | Description of change                          |
|---------|-----------|-------------|--|
| 0.10    |           | Neil Barnes | Initial drafts                                 |
| 0.20    | 02-Oct-14 | Neil Barnes | Review with Rhona McDonald                     |
| 0.30    | 10-Oct-14 | Neil Barnes | Detailed definition of Boards and arrangements |
| 0.40    | 27-Oct-14 | Neil Barnes | Submission to Oct SPB                          |
| 1.00    | 27-Oct-14 | Neil Barnes | Approved                                       |

### Reviewed by

| Version | Date      | Reviewer        | Reviewer role   |
|---------|-----------|-----------------|---|
| 0.30    | 10-Oct-14 | RM, WS, JMG, PS | Governance section: Development review prior to Strategic Partnership Board |
| 0.40    | 27-Oct-14 | Neil Barnes     | Submission to Oct SPB   |

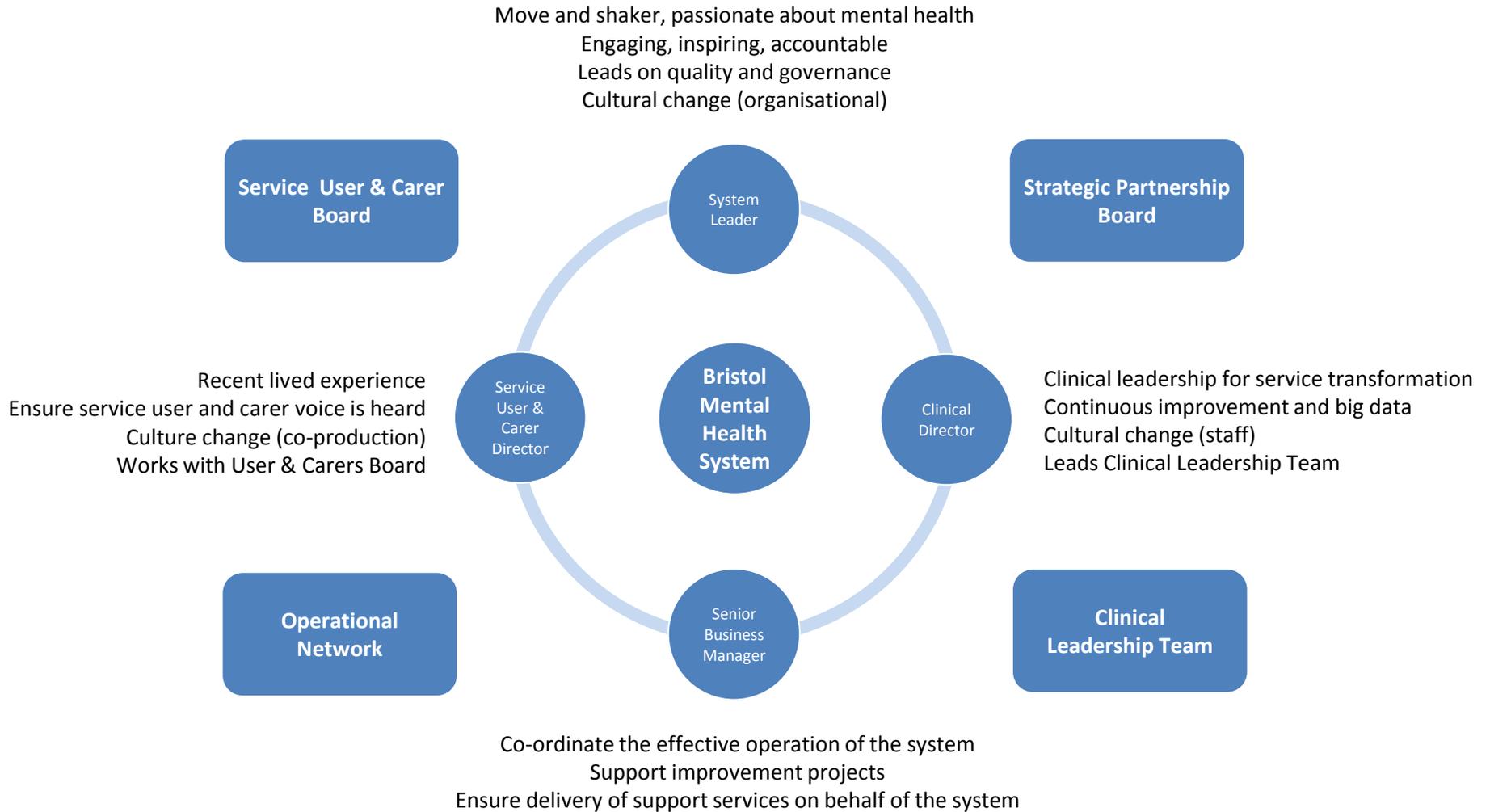
### Approved by

| Version | Date      | Approver name / body | Approver role         |
|---------|-----------|----------------------|-----------------------|
| 0.40    | 27-Oct-14 | Neil Barnes          | Submission to Oct SPB |

## Key principles

- The governance framework sets out decision making / advisory authorities, individual and group roles and responsibilities, reporting arrangements and information flows, risk management and escalation arrangements.
- The objective is to have in place a governance framework that enables effective system wide collaboration, identification of issues and opportunities for improvement, timely recommendations, decision making and escalation where required avoiding unnecessary bureaucracy, time commitments and overlaps.
- System leadership governance arrangements also need to work with those in place between the Lot Leader and partners and, within individual partners and vice versa. Appropriate and flexible use of face to face meetings, workshops, conference calls and one off meetings should be used to support effective discussions, decision making and efficient use of time.
- The System Leader will bring together partners from across the system providing the leadership, management and support to enable collaborative working to address system issues and opportunities for improvement. Partners will be expected to contribute effectively and with support, take the lead on issues for which they have particular expertise and knowledge.
- The governance framework will be delivered through a three tier approach: Formal decision making bodies and advisory groups, working groups and networks.
- The System Leader is accountable to the AWP Board through its CEO as AWP has been commissioned to provide the System Leadership function as part of Lot 1. To enable the effective delivery of system leadership, the System Leadership function and the CCG will work together closely. The CCG as commissioner will use its authority and financial and contractual management to underpin the work of the system leader and ensure they have the necessary backing and levers to deliver whole system working.
- The System Leader will also be advised, supported and held to account by a Strategic Partnership Board representing all of Bristol Mental Health.

# Governance framework – high level



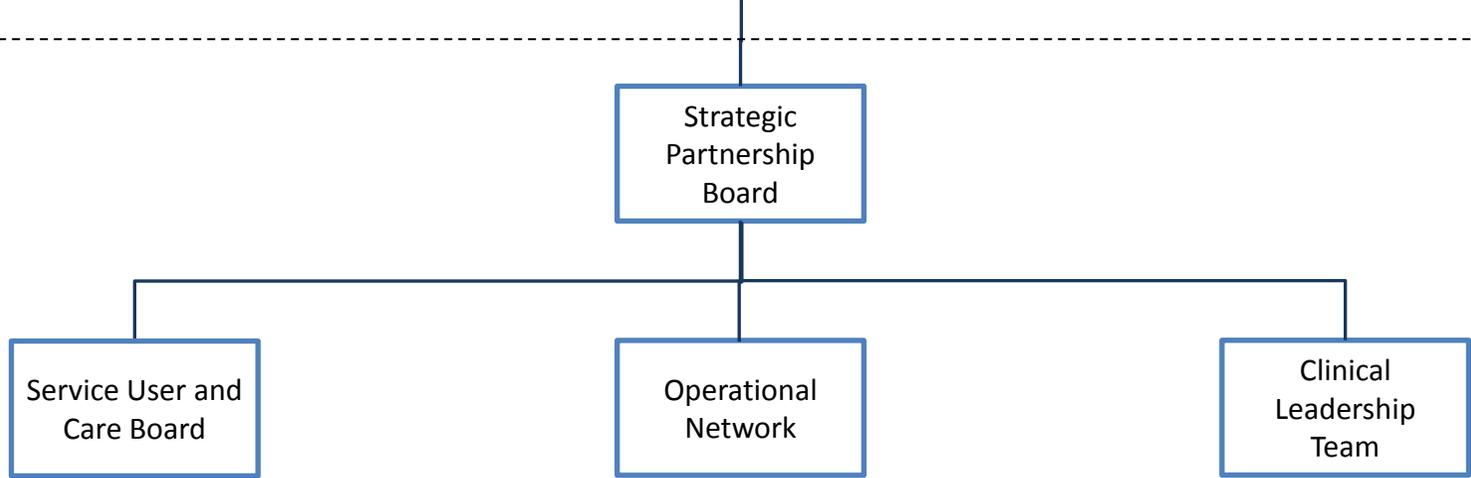
Detailed ToR will be available for each group and published on Ourspace

# Governance structure

Formal decision making bodies



Delegated powers / advisory bodies



Work groups: Standing Task and finish



Networks



# Representation, decision making and escalation

Vision

Governance

Common  
approaches

Performance

Operation

- All organisations within the Bristol Mental Health system will be represented on formal governance structures.
- This can be direct representation or by agreement with other organisations e.g. Lot Leaders with which they are working.
- Where organisations represent others it is their responsibility to ensure they communicate effectively with those being represented.
- Through contracts between individual Lot Leaders and the CCG and sub-contracts between Lot Leaders and partners, all organisations have signed up to working collaboratively and to provide a seamless and joined up service.
- It is anticipated that decisions will generally be made by through discussion and negotiation leading to consensus. The System Leader can “strongly recommend” a course of action based on clear and desired outcomes related to achieving the aims and objectives of the BMH system.
- If consensus cannot be reached or disputes occur the Service User and Carer Board, Clinical Leadership Team or Operational Forum can refer the matter to the System Leader supported by the Strategic Partnership Board. The System Leader will take responsibility for resolution and final decision.
- In exceptional circumstances an organisation may wish to escalate an issue to the AWP CEO. The ultimate escalation is for the organisation to raise issues with the CCG but this in effect signals system failure either in design and / or execution.

# Governance structure

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| Group                                 | Role summary   | Membership  | Frequency  |
|---------------------------------------|--|---|--|
| <p>System Leadership Team</p>         | <ul style="list-style-type: none"> <li>Accountable to AWP Board through CEO as commissioned provider of System Leadership function</li> <li>Works closely with CCG</li> <li>Development and maintenance of system leadership function, leads the creation of a common culture building strong relationships which create confidence and trust in all key stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>Senior Leadership Team</li> <li>AWP support services</li> </ul>  | <ul style="list-style-type: none"> <li>Monthly</li> </ul>      |
| <p>Strategic Partnership Board</p>    | <ul style="list-style-type: none"> <li>Bring together senior leads from services across the Bristol Mental Health system to provide a strategic overview of the operation of all services and the system as a whole</li> <li>Advise and supports the SLT on strategy and culture and address issues which prevent the effective operation of the system</li> </ul>               | <p>SLT &amp; Lot Leads</p> <ul style="list-style-type: none"> <li>Lot 1 4 places, Lot 3 2 places</li> <li>1 place for each remaining service</li> </ul> | <ul style="list-style-type: none"> <li>Monthly</li> </ul>      |
| <p>Clinical Leadership Team</p>       | <ul style="list-style-type: none"> <li>Clinical Leadership Team is to ensure safe and effective delivery of clinical services across all parts of the system, including overseeing quality and risk and driving improvements</li> <li>Four key areas : Quality, Safeguarding, Performance, Service improvements</li> </ul>   | <ul style="list-style-type: none"> <li>Clinical Director</li> <li>Clinical Leads from wider system clinical pathways.</li> </ul>                        | <ul style="list-style-type: none"> <li>Two weekly</li> </ul>   |
| <p>Service User &amp; Carer Board</p> | <ul style="list-style-type: none"> <li>Ensure that people who are Bristol service users and carers are involved in all aspects of the service, at all levels, at all times</li> <li>To enable members to feed in and feedback from their Service User / Carer networks and provide a wider range of service user and carer voices.</li> </ul>                                    | <ul style="list-style-type: none"> <li>SUC Director</li> <li>SUC per service from wider system</li> <li>Independent representatives</li> </ul>          | <ul style="list-style-type: none"> <li>Monthly</li> </ul>      |
| <p>Operational network</p>            | <ul style="list-style-type: none"> <li>Effective operation of agreed processes and collaborative working where required – consider, staffing, recruitment, resources, training</li> <li>To combine operational agenda and current transition activity</li> <li>Lead implementation of changes / new services commissioned within the Bristol Mental Health System</li> </ul>     | <p>SLT Senior Business Manager &amp; Lot Leads:</p> <ul style="list-style-type: none"> <li>Operational Managers</li> <li>Project Managers</li> </ul>    | <ul style="list-style-type: none"> <li>Issue driven</li> </ul> |

## Working groups

Working groups will be established to:

- Undertake defined packages of work e.g. initial development activities or implement changes to deliver improvements in performance.
- Investigate specific issues e.g. performance of a particular part of a care pathway
- Ensure delivery of operational services to agreed standards e.g. IM&T services

They will be sub-groups to one of the formal decision making bodies who will define the terms of reference and receive recommendations / outputs.

Work groups will be either:

- **Standing work groups** - In place for the duration of the contract, supporting operational services and co-ordinating frequent activities e.g. equalities steering group
- **Task and finish working groups** – Set up for a defined period of time to address a particular issue or requirement e.g. define and agree an approach and model for shared training across the system

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## Networks

Networks will be established to support the smooth and seamless day to day operation of services across the system. These networks are aligned to and support formal decision making bodies or working groups.

The networks will enable the timely and effective involvement of representatives from partners and stakeholders to deliver joint working, collaboration, sharing of information, ideas and provision of support and include:

- Networks to support operational services and common approaches e.g. individual partner leads for IM&T, performance, complaints, communications, information governance, serious incidents etc.
- Clinical service leads will be established where across Lots and external to the Mental Health Bristol System

# Ensuring a clear remit between Groups

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## Strategic Partnership Board

- Development and oversight of delivery of strategy and business plan for Bristol Mental Health System, risk and issue management.
- Sign up to and ensure collaborative working between partners.
- Champion the creation of a common and positive culture.
- Address between partners any issues which may prevent effective system operating in front line services
- Identify and unblock barriers to the effective delivery of services within the BMH system and within other city systems.
- Support BMH system wide stakeholder analysis, development and delivery of stakeholder management and communication plans.
- Receive recommendations from supporting forums and work groups

The three Boards need to work together to ensure any new changes being proposed to the SPB:

1. Have been co-produced (Service User & Carer Board)
2. Are deliverable (Operational Forum)
3. Are clinically safe (Clinical Leadership Team)

## Clinical Leadership Team (being developed by the CLT). Areas include

- Promote and maintain close working relationships between the clinical leads of all mental health services across the city
- Develop shared care protocols and clear pathways between services to provide a seamless journey for patients
- Identify clinical and quality challenges, blocks and gaps within and between all services in the system
- Review quality and scrutinise clinical governance and service activity across the System
- Share information, develop and agree action plans to solve issues identified
- Setting clinical systems data standards across BMH, develop a clinical Intelligence system
- Research, evaluate and monitor outcomes, identify opportunities and lead service or quality improvement
- Champion culture change, including improving clinical responses to diversity and a more proactive clinical response to all equalities domains

## Service User & Carer Board

- To work with / support the Service User and Carer Director of BMH in their role and vice versa
- To oversee the development, working and monitoring of effective Service User & Carer involvement in MHB, using monitoring tools such as KPI's
- To enable members to feed in and feedback from their Service User / Carer networks and provide a wider range of service user and carer voices.
- To ensure independent service user and carer voices are heard and involved effectively in partnership working
- To advise the Strategic Partnership Board
- To impact positively on the mental health services provided by Bristol Mental Health

## Operational Forum

- Effective operation of agreed processes and collaborative working where required – consider, staffing, recruitment, resources, training.
- To combine current implementation group and operational agenda. Manage / report on implementation of services up to Mar 15.
- Lead implementation of additional services commissioned within the Bristol Mental Health System.
- To manage the roll-out of any future cross-system changes / improvements
- Customer for provision of services provided by AWP for the system e.g. IT and performance reporting, accommodation / facilities. Requests for changes.
- Ensure arrangements for delivery of system wide approaches / protocols e.g. for complaints are working effectively
- Define and implement mechanisms for cross -charging for services where appropriate e.g. training
- Service delivery documentation is in place and maintained e.g. protocols, joint working arrangements
- Operational staffing arrangements where joint working in teams e.g. Supervision, management, training.

# Working groups and networks – Illustrative – groups will evolve

**Formal decision making bodies**



**Delegated powers / advisory bodies**



**Work groups: Standing, Task and finish & Networks**



Groups and Networks will be formed / closed as required with:

- Reporting line to Board / Forum or Director
- ToR
- Activities to deliver business plan

# Meeting sequence

Vision

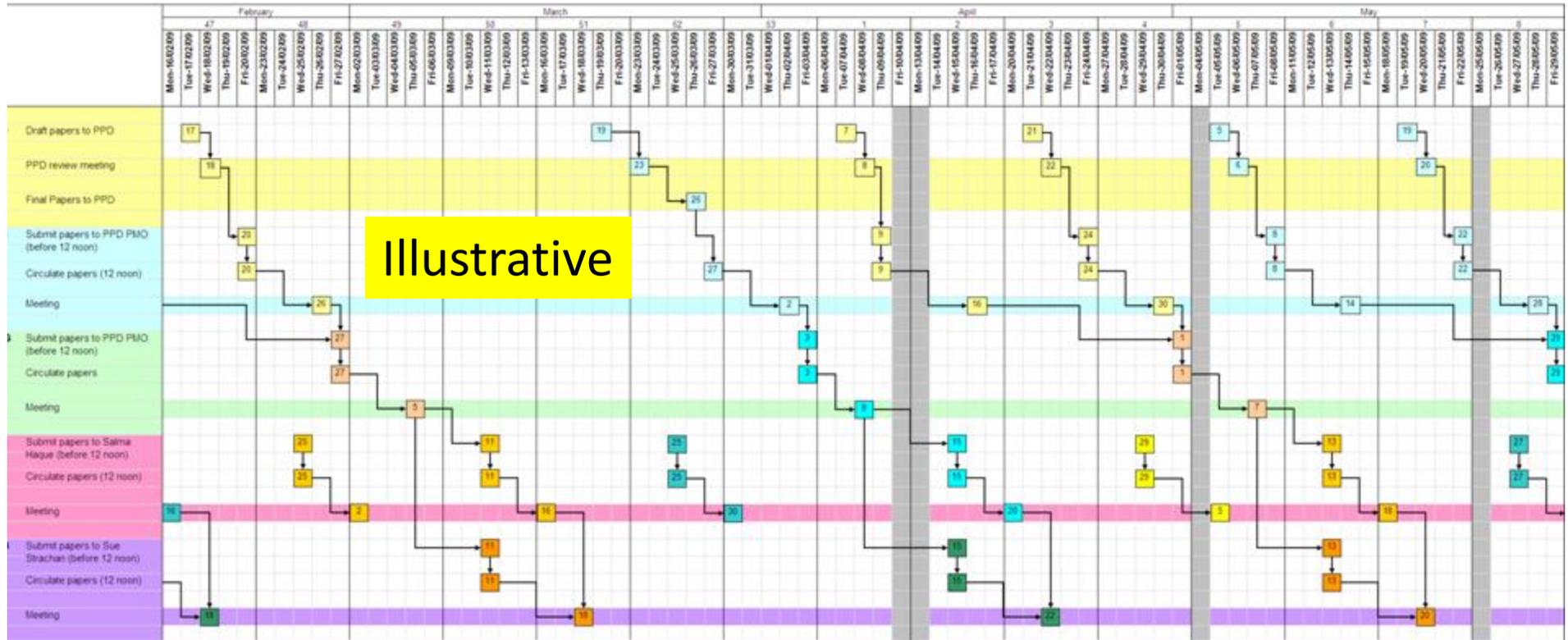
Governance

Common approaches

Performance

Operation

The timing of various meetings will be integrated to synchronise flow of information and decision making.



# Strategy and business plan

Vision

Governance

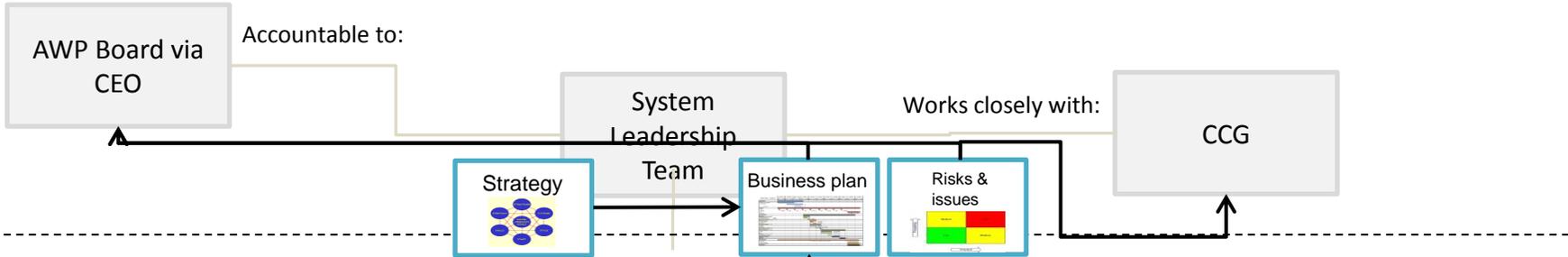
Common approaches

Performance

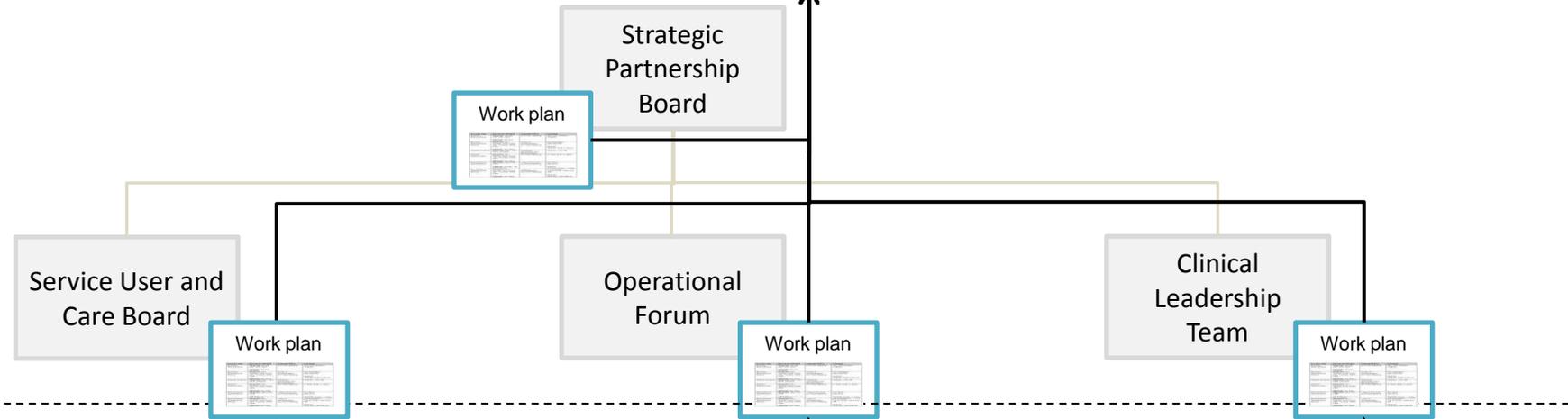
Operation

## Cascaded via Accountable Directors / Managers and aligned to Groups

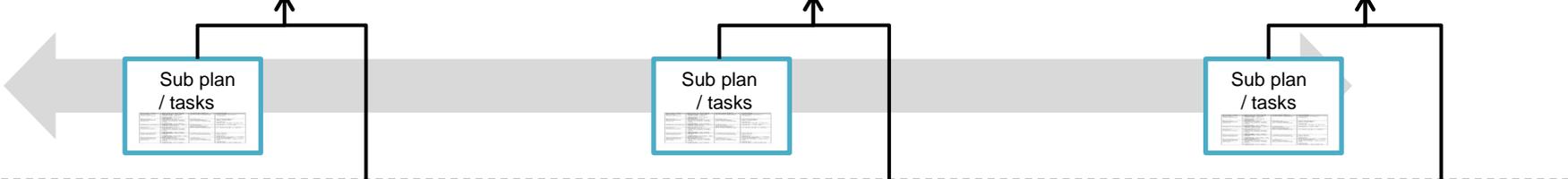
Formal decision making bodies



Delegated powers / advisory bodies



Work groups: Standing Task and finish



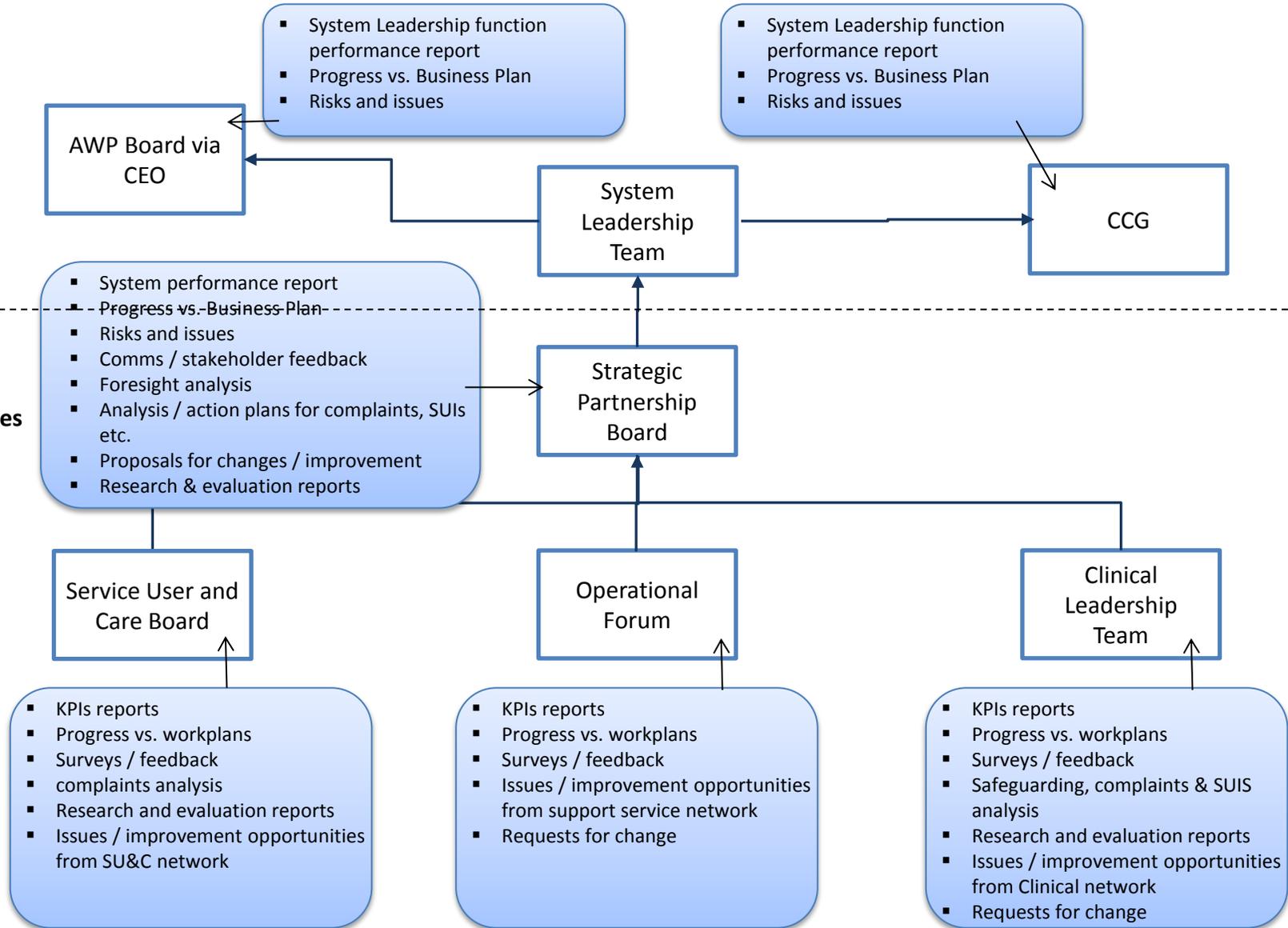
Networks



# Reporting and information flows

**Formal decision making bodies**

**Delegated powers / advisory bodies**



# System Leadership Team Structure

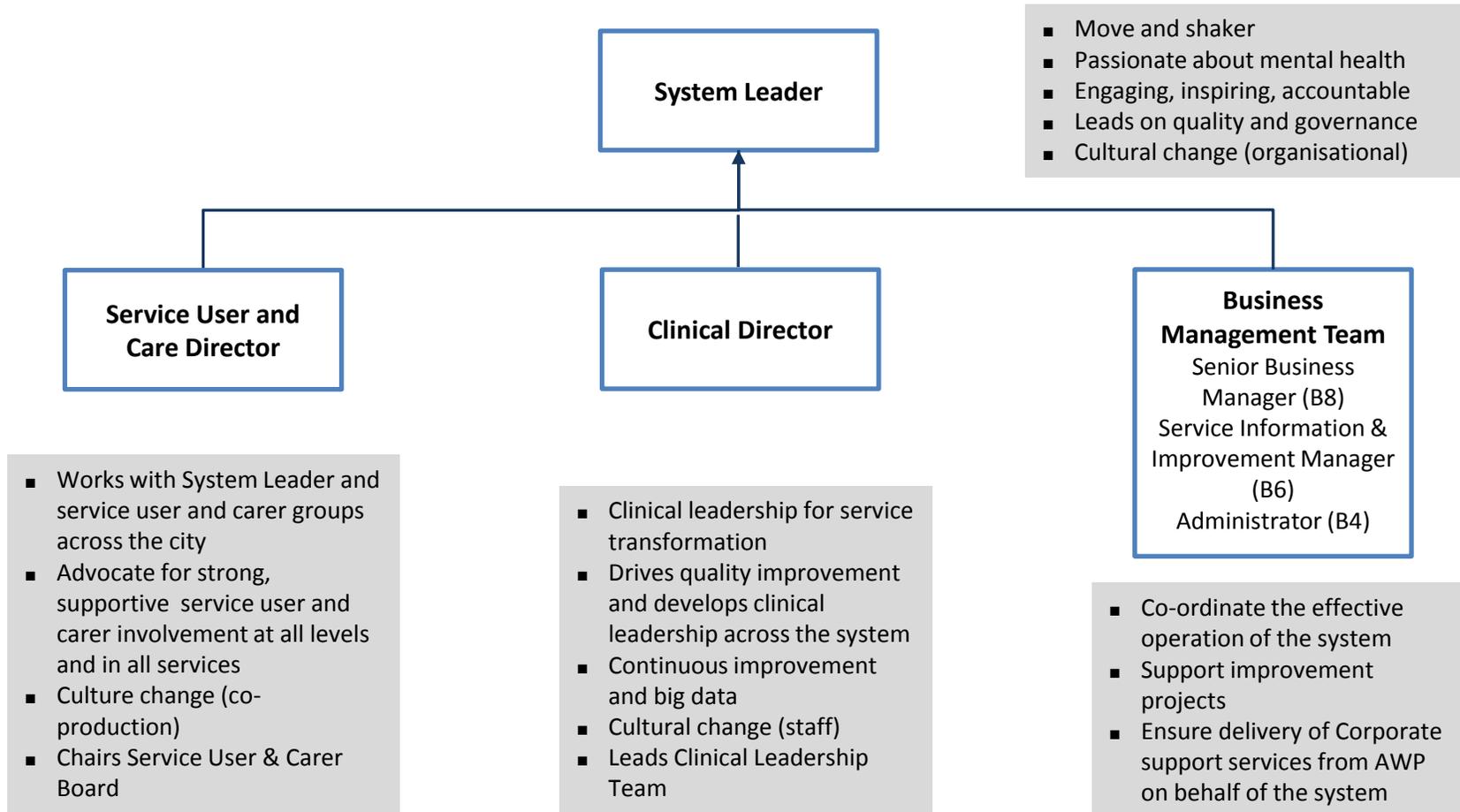
Vision

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Job descriptions will be available for each role on Ourspace

## Guiding principles and considerations

- A business plan will be developed, maintained and progress reported by the Senior Leadership Team and will provide a clear line of sight from System Leadership aims and objectives and CCG contract requirements.
- Critical to delivering the plan is a commitment to collaborating, sharing and working in partnership across the system. The plan needs to be owned across the system and deliverable in the context of resources available across the system for its delivery. The plan will:
  - work as single work programme for the SLT and cross system working
  - define the objectives of each piece of work, key tasks, timescales, reporting arrangements
  - identify individuals who will lead pieces of work (ROs), any groups which need to be involved
  - take account of available capacity, relative priorities and be realistic in scope
- It is anticipated the plan will only include completion of existing pieces of work or workstreams that have already been identified through:
  - Commissioner requirements
  - Strategic Partnership Board
  - Various system groups e.g. equalities, CLT, culture change, comms
- The business plan must be aligned to system leadership aims and objectives – we need to ask ourselves if a task or activity does not clearly support these then should we be doing it?
- Each element of work in the business plan will be owned by a member of the System Leadership Team. Activity can be cascaded to the appropriate Boards / Teams / Groups / Networks.
- The plan can identify work that can and will be done when capacity is available i.e. future priorities.

## Structure

- At present work has been grouped under five headings – these may change when we have a clearer picture of the work required:
  - Governance
  - Performance and Improvement
  - Service User and Carer Engagement
  - Driving a positive culture
  - Operational services e.g. IMT
- Different categories of work have been identified:
  - **Development:** One off pieces of work to develop and implement a new process, approach, way of working across the system to either directly achieve an objective or enabling this through infrastructure.
  - **Maintenance:** Significant workload that is either regular / repeated to keep the System Leadership function running effectively or responding to problems and supporting the system / partners such as:
    - delivering contractual services e.g. IM&T and performance reporting
    - keeping system definition documentation e.g. handbook, approaches / protocols up to date
    - reporting, communicating and maintaining relationships
    - problem solving and supporting

## Control and monitoring

- At present work has been grouped under five headings – these may change when we have a clearer picture of the work required:
- Development activity will be defined in a one page brief outlining:
  - Owner
  - Objectives
  - Context / constraints
  - Key tasks – timescales and responsibilities
  - Resources / workgroups / networks
- Work shouldn't start until this brief has been agreed with the System Leadership Team.
- Maintenance work will be recorded in the business plan as milestones with progress / completion reported.
- Risks will be identified and managed through a single SLT risk / issue register.
- Progress will be reported to the System Leadership Team monthly. Updates should be provided by owners to the Senior Business Manager in advance so the business plan can be updated.
- It is anticipated that the business plan will also be monitored by the Strategic Board, the AWP Board and the Commissioner. The frequency and methodology for reporting is to be agreed.

## Risks and issues

- A standard format risk and issue register will be managed by the Strategic Partnership Board.
- A regular review of risks and issues will be undertaken by the Strategic Partnership Board.
- Outside of this review, risks and issues should be escalated to the SPB via the relevant governing group: Service User & Carer Board, Clinical Leadership Team, Operational Forum.