

Integrated Care Operating Model & CCG Merger - December 2020

Ref#	Description	Senior Management Owner	Inherent Risk Score (pre-mitigation)	Likelihood	Impact	MITIGATING ACTIONS
ICOM 1	<p>Covid-19 and winter pressures</p> <p>If there is a resurgence of the Covid-19 pandemic coupled with severe winter pressures: There is a risk that the programme of work to put in place the new IC Operating Model and the CCG merger is paused The consequence is... The merger will not take place by April 2021 and NEL would continue to act as an ICS by default</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: Carol Beckford</p>	15	4	3	Accept this risk – if the programme is paused
ICOM 3	<p>Support from Residents and Patients</p> <p>If Residents and Patients are not engaged on the proposed changes: There is a risk that Residents and Patients do not support the proposed IC Operating Model or the merged NEL CCG The consequence is... Residents and Patient begin to lose confidence in their local health and social care services and leaders</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	12	3	4	<p>Develop a comprehensive stakeholder engagement plan (draft now in place - as of July 2020 and reviewed weekly)</p> <p>Publish the NEL vision document locally week commencing 3 Aug 2020 (Completed - published on time)</p> <p>Publish tailored communications and engagement material to support the NEL vision 3 Aug 2020 (Completed - published on time)</p> <p>Put in place an initial programme of ongoing engagement though to end Oct 2020 (Feedback at Public and Patient Involvement Committee so far has been supportive) (Complete)</p> <p>Develop more resident and patient focused communications and engagement material (by Mid Nov 2020). First draft under review to meet the target date and will be shared at PPI committee for their feedback 12 November and 10 December</p> <p>Ensure that the resident and patient voice is more embedded and evidenced in the IC Operating Model and Merger Programme (Nov 2020 to Mar 2021)</p>
ICOM 4	<p>Support from Partner organisations</p> <p>If we do not engage with all system Partner organisations: There is a risk that... Partners fail to play a full and active role in the design and delivery of the new IC Operating Model The consequence is... There is insufficient buy-in to the new Operating Model and it will not be founded on a solid base</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	8	2	4	<p>Use existing channels such as AOG, ICB and Partner organisation Boards to engage on the new IC operating model to create buy-in (Aug to Dec 2020)</p> <p>Follow-up ICB Development Session to held with partners to walk through the more refined IC Operating Model and Governance arrangements in February 2020</p>
ICOM 5	<p>Alignment of SOC and new Operating Model</p> <p>We need to bring together the different parts of the local system developing the developing the new operating model, the CCG merger and the Transitional SOCG arrangements otherwise: There is a risk that the arrangements for the CCG merger and new Operating Model will not align with the new structures and processes being put in place by the SOCG The consequence is... There will not be a smooth transition from the current Phase 2 SOCG arrangements to the Phase 3 Operating Model.</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	8	2	4	<p>David Maher and Tracey meet regularly, including a fortnightly SOCG Action Plan Review meeting to 30 Sept 2020 (Complete)</p> <p>The Workstream Directors are members of both SOCG and the CCG SMT end Oct 2020 (Complete)</p> <p>New transitional SOCG structures will involve more key CCG leads in transitional planning during the development of Phase 2 to Oct 2020 (Complete)</p> <p>Homerton CEO Tracey Fletcher has established a weekly meeting with the CCG SMT - this is one vehicle for building structural alignment (Started Oct 2020)</p> <p>Build on the ICB Development Session (October 2020), agreement in principle, to the new IC Operating Model and develop a plan for the transitional arrangements (develop plan during November and December 2020)</p>

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ICOM 6	<p><u>Relationship between Integrated Care Partnership Board (ICPB) and Neighbourhood Health & Care Board (NH&CB)</u></p> <p>The scope role and remit of the ICPB is not clear yet therefore: There is a risk that there is lack of clarity regarding the relationship and accountabilities between the ICPB and the NH&CB It will be hard to plan in detail for either Board because it will not be clear how power is devolved</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	12	3	4	<p>We are working with NEL partners to clarify legal options arrangements for delegation of money / powers from the single CCG to local systems / ICPs. NEL will share their assumptions by mid September 2020 (Complete)</p> <p>An engagement programme is in place with all system partners to seek their views and opinions on the accountabilities of the ICPB and the NH&CB. This will be discussed at the ICB Development Session (29 Oct 2020). (Complete)</p> <p>Clarify the ICPB and NH&CB accountabilities in the light of the (October) ICB Development Session and develop a supporting transition plan in support of the new IC operating model - November/December 2020</p> <p>Draft the Mandate which the ICPB should give to the NH&CB to begin to clarify accountabilities. Work with ICB, SOCG to refine the Mandate December 2020 to March 2021 so that the Mandate has been signed off by the Transitional ICPB before April 2021</p>
ICOM 7	<p><u>Neighbourhood health and care service delivery infrastructure</u></p> <p>The scope role and remit of the NH&CB is not clear yet therefore: There is a risk that there is uncertainty regarding the shape of the neighbourhood health and care service delivery infrastructure and its resources The consequence is... It is not clear how workstream and major programme resources align with the NH&CB, local system Partners and the NEL CCG. This creates uncertainty for CCG staff and seconded staff</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	12	3	3	<p>We are working with NEL partners to clarify legal options arrangements for delegation of money / powers from the single CCG to local systems / ICPs. NEL will share their assumptions by mid September 2020 (Complete)</p> <p>SOCG is establishing transitional structures, including a transitional NH&CB and System Delivery Group, which will allow for iterative development between partners in order to work through the practicalities of delivery through the NH&CB – by mid-September–December 2020</p> <p>Map the work of the Care Workstreams onto the new IC operating mode, major programmes and the accountabilities of the NH&CB by end December 2020</p>
ICOM 8	<p><u>CCG Merger - lack of clarity for staff and impact on staff morale</u></p> <p>If we do not have timely, tailored information for staff on how they fit into the local IC Operating Model and what the CCG merger means for them personally means: There is a risk that staff become disillusioned and morale falls during the period of transition The consequence is... Staff lack information about what changes will take place and when. Some may leave and local relationships and corporate knowledge about the City & Hackney system is lost – undermining the success of the merger</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	12	3	4	<p>Seek clear direction from NEL People & OD team on detailed plans from now to April 2021 (awaiting proposals)</p> <p>Ensure that line managers understand the proposed changes and supply them with the material they need to have a meaningful dialogue with their staff (August 2020 to April 2021)</p> <p>Ensure that that the people and HR programmes in place support people in being resilient and able to manage/cope with the change (August 2020 to April 2021)</p> <p>Awaiting framework/approach for the work to be done between now and April 2020 - in terms of line management engagement with staff: what, who, when and how? The work needs to be tailored to City & Hackney but the approach should be consistent across the three local systems</p> <p>Establish All Staff twice monthly IC Operating Model and CCG merger Drop-Ins hosted by David Maher (commenced 2 November)</p> <p>Identify CCG Merger issues identified in the Staff Reflections exercise which took place in October and agree actions with Staff Council (November/December 2020)</p>
ICOM 9	<p><u>ICPB and NH&CB Subgroups</u></p> <p>If there is uncertainty regarding the role of subgroups in providing assurance in the Integrated Care Operating Model and the local system: There is a risk that subgroups may lack the power, respect, authority and autonomy they need to play an effective role in the local system The consequence is... Inadequate feedback loop from resident and patient engagement, loose financial and performance management and accountability and a system where inequality and quality are not prioritised</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	12	3	3	<p>Finance & Performance, Risk management, Quality are already embedded in the transitional NH&CB governance arrangements (from August 2020).</p> <p>The role of remaining sub-groups to be confirmed by October 2020</p> <p>The role of all subgroups will be developed once there is clarity regarding the accountabilities of the ICPB and the NH&CB. However work will continue on Finance & Performance, Quality & Outcomes, People & Place.</p> <p>Scope of system-wide People & Place sub-group - to be discussed at December 2020 ICB meeting.</p>

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ICOM 10	<p><u>Coherent system-wide culture</u></p> <p>If we fail to create a City & Hackney wide system culture which resonates and brings together the best of all our the partner organisations: There is a risk that... The City & Hackney system may lack a coherent system-wide culture which will result in partnership work being undermined by poor relationships</p> <p>The consequence is... Difficult decisions are avoided and integration work stalls because trust relationships are not cemented and staff adopt unhelpful 'them and us' postures</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	12	3	4	Develop an OD plan (by mid Oct 2020 Jan/Feb 2021) for the system which supports organisations to address not just what work we will do, but how we will work together work to cement the common values of our City and Hackney culture that all staff hold dear
ICOM 11	<p><u>80:20 principle</u></p> <p>The 80:20 rule [i.e. that the majority of the money and decision making will be delegated from NEL to local systems after the CCG merger] is a principle and not documented in law or policy therefore: There is a risk that the 80:20 principle may be eroded over time in the light of NEL wide pressures resulting in more budget/money and decision making is retained by the NEL CCG</p> <p>The consequence is... The 80:20 rule becomes invalid and the local system has no power or influence over decisions which may have an adverse impact on City & Hackney</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	12	3	4	<p>Investigate whether this can be embodied in the Constitution (by September 2020). This has been documented in the NEL CCG Governance Handbook and the NEL CCG Declaration of Principles: "Decisions and delivery close to people. Governance structure characterised by delegating: planning, accountability and financial decisions consistent with the 80:20 principle. Budgets will be devolved to a local level in accordance with the national allocation formula".</p> <p>Recommend close this action. 80:20 Rule now documented in the NEL CCG Handbook</p>
ICOM 12	<p><u>PCN/Neighbourhood governance and accountability</u></p> <p>GP Consortia and PCN/Neighbourhood teams are in the process of working out how they will work together so currently: There is a risk that PCN/Neighbourhood governance and accountability remains unclear</p> <p>The consequence is... The relationships between PCNs/GP Practices, Neighbourhood teams, and the NH&C Executive could lack clarity</p>	<p>Accountable Officer: David Maher</p> <p>Risk Manager: CCG SMT Member TBC</p>	12	3	4	<p>Work has been initiated, and is being led by a Workstream Director, to investigate the short to medium term governance needs of PCNs/Neighbourhoods and Consortia. Workshops ongoing until end September and will inform IC Operating Model governance design (Complete)</p> <p>This is an ongoing programme of work which will continue in November and December 2020 and will outline the transition proposals for Consortia, PCNs working together through 2021.</p>