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Transition Update

3 September 2020

Chief Operating Officer
(Paul Sinden) and
Executive Director of
Borough Partnerships
(Sarah McDonnell-Davies)

Welcome

- Thank you to all who could join us at relatively short notice today.
- The new NCL CCG Executive Management Team (EMT) structure officially came into effect on Tuesday, so we wanted to take an opportunity to get everyone together for an update.
- We will continue with weekly briefings – one week together with us, the next in your Boroughs/teams for local updates with Directors. Updated calendar invites will be shared in the coming days.



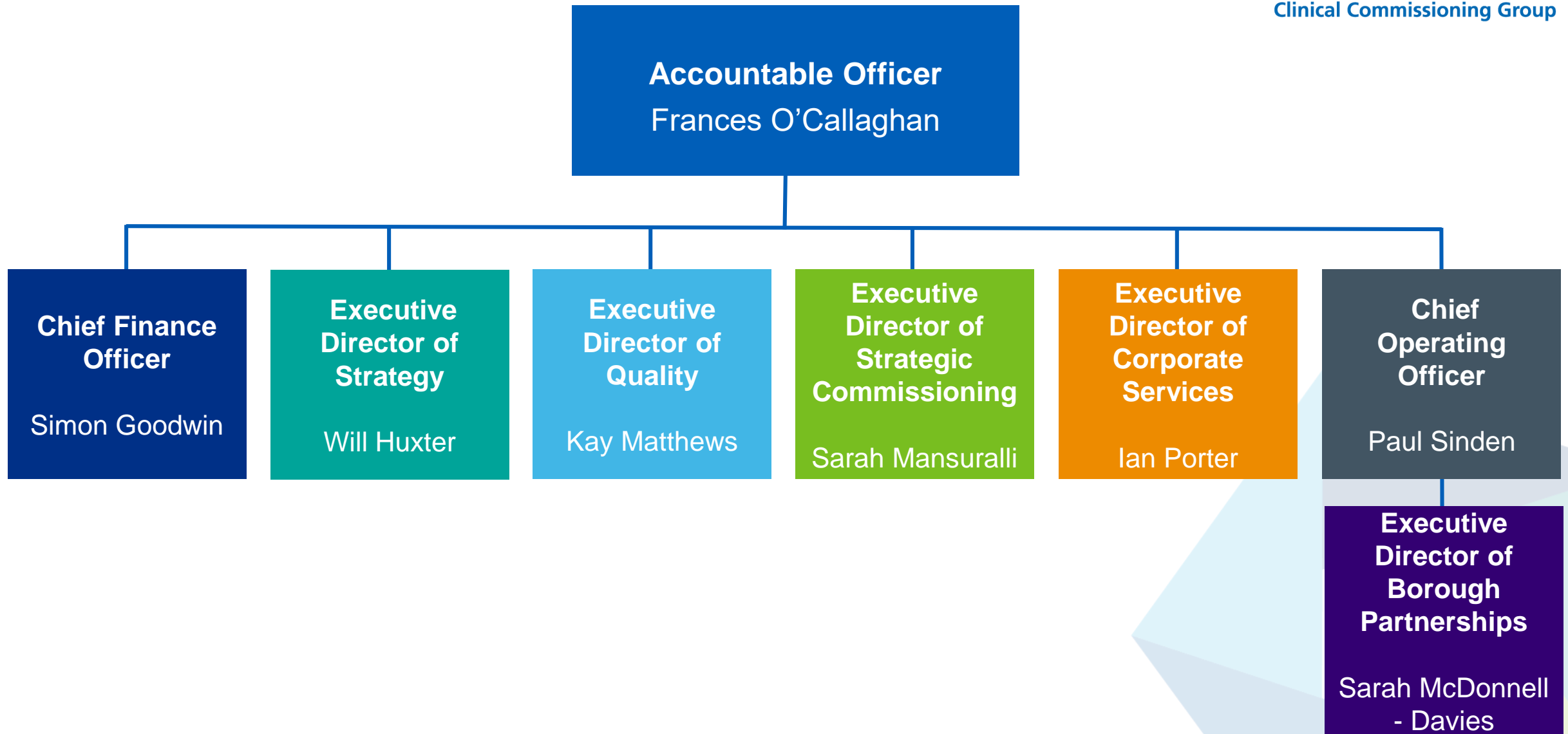
Background

- On 1 April 2020 we officially merged, becoming North Central London CCG (NCL CCG).
- In early June Frances announced an end to the previous change programme and the launch of a new process in Summer. This was to start with her Executive Management Team (EMT).
- This new process ensured some time to reflect on what we have learnt about working as a single CCG; what we have learnt about the role of the commissioner; and where we need to focus our efforts post-COVID, building on the fantastic work in recent months.
- 2020/21 has been a challenging year and we want and need to ensure we are set up to play our role effectively in the longer term.

Transition to new EMT structure

- The new EMT structure was announced by Frances at the end of July and came into effect this week, on 1 September.
- The EMT structure chart that was shared included an outline of the accountabilities of each Executive Director (*but not an exhaustive list of all functions and teams that will sit within these portfolios*).
- Whilst the EMT structure has changed, we recognise other structures remain as they were pre-merger. As such in our new roles we will collectively support Borough teams (including our Governing Body and Clinical Leads), the Planning & Performance team and the Primary Care Contracting team.
- Our focus in transition planning has been to ensure no interruption to critical business, to minimise disruption for staff, ensuring there is clear support for all teams/directorates above and ensuring we maintain relationships with partners.

Reminder of the new EMT structure



Transition to new EMT structure

- Recap (as of 1 September 2020)
 - The 4 x Borough Managing Directors and the Executive Director for Planning, Performance & Assurance posts, are no longer in place.
 - Tony Hoolaghan (Borough Managing Director for Haringey & Islington) retires on Monday 7 September.
 - Ruth Donaldson/Sarah D'Souza (Interim Borough Managing Director) will continue to support Enfield to the end September.
 - Kay Matthews (Borough Managing Director for Barnet) is our new Executive Director for Quality (incorporating Quality, CHC, Safeguarding).
- The structure of the teams and functions within the portfolios of each Executive Director will be reviewed and determined as part of the next stage of the transition process.

Transition plan: August priorities

- As per previous staff updates, in August we focused on practical questions to support clarity and effectiveness from 1 September.
- With support from Execs, Directors & Business Managers we have progressed handover, communicating the change and development of approaches to key business including:
 - All staff briefings
 - Borough / directorate management team meetings
 - Line management
 - Work with our clinical Governing Body members and Clinical Leads
 - Cover for key meetings – CCG Committees, local partnership meetings (ICP), provider meetings (e.g. AEDBs, CEX meetings) and Council meetings (e.g. HWBBs, HASC, meetings with MPs and Councillors).

Transition plan: September priorities

Examples of areas being progressed this month:

- Resources
 - Review of fixed-term / acting up arrangements
- Diary commitments
 - Transfer of relevant EMD commitments
 - Stocktake / streamlining where possible
- Governance
 - Sign off / decision making arrangements and interfaces clarified
 - Pipeline of business / decisions required
 - Development of DMT
- Corporate processes/ information
- Ongoing Internal/External Stakeholder Comms

- Directorate Management Team (DMT) Meeting:
 - Fortnightly, Wednesday mornings, commence from 9 September
 - Membership Paul / Sarah's direct reports with input from Finance & Communications
 - Supported by a rolling schedule of Borough Deep Dive meetings (one per week Paul/Sarah with Directors, Asst Directors, GB clinical members from that Borough)
- Staff Briefings:
 - Fortnightly – NCL-led briefing by COO & EDoBP
 - Intervening weeks – local-led briefing by Borough Directors of Integration and Transformation
 - Thank you for accommodating in your diaries!

Functions and line management

- ✓ Transition and handover discussions in train
- ✓ Reporting lines confirmed
- ✓ Updates for ESR, Workforce & Oracle hierarchies submitted

Chief Operating Officer
Paul Sinden

Development of local Integrated Care Partnerships

Development of Primary Care/PCNs commissioning and contracting

Service redesign and QIPP delivery / system demand and capacity planning

Local Community/MH/LD Services and Joint LA Commissioning / Medicines Management

System/Operations Performance Management and planning

Business Intelligence

Executive Director of Borough Partnerships
Sarah McDonnell - Davies

Delivery of local Borough Partnership plans across Boroughs

Operational working of CCG Primary Care contracting and development teams with providers

Leads for Boroughs on operational matrix working with other NCL CCG Directorates

Deputy for Chief Operating Officer

Ensure Boroughs provide operational support for safeguarding

Ensure Boroughs support local and NCL CCG and ICS work programmes



North Central London
Clinical Commissioning Group

Accountable Officer
Frances O'Callaghan

Chief Operating Officer
Paul Sinden

Executive Director of Borough Partnerships
Sarah McDonnell-Davies

Director of Primary Care Transformation (Barnet)
Colette Wood

Director of Acute Performance
Edmund Nkrumah

Director of Commissioning (Barnet)
Daniel Morgan

Director of Integration (Islington)
Clare Henderson

Director of Transformation (Haringey)
Sarah McIlwaine

Director of Planning and Assurance
Alex Faulkes

Director of Integration (Camden)
Sally MacKinnon

Head of Primary Care
Vanessa Piper

Director of Transformation (Islington)
Alex Smith

Executive Managing Director (Enfield) to 30/09/20
Ruth Donaldson & Sarah D'Souza

Director of Integration (Haringey)
Rachel Lissaeur

Programme Director – Local Care
Meena Mahill

Islington GP Clinical Director / NCL Independent GP
Dr Dominic Roberts

Director of Transformation (Enfield)
Vince McCabe

Director of Integration (Enfield)
Deborah McBeal

Programme Manager (Transforming Care)
Natalie Arthur

Executive Assistant (aligned to Chief Operating Officer)
Nicola Sage

Head of CCG Programmes & Business
Sarah Soan

Business Manager
Kelley Hamilton

Corporate Programmes Manager
Sue Battams

Executive Assistant (aligned to Executive Director of Borough Partnerships)
TBC

Transition plan: September / October priorities

- Continued/ smooth delivery of BAU and COVID-19 requirements
- Operating Model/ Change Programme
 - Operating Model engagement – follow up and review of feedback
 - Engagement with Councils on future joint working
 - Next steps including work to design structures ahead of staff consultation
- Borough Priorities and Plans
 - Individual Borough / Team workplans and priorities
 - Stocktake/ resourcing: getting to know everyone and understanding what people are currently working on (officer & clinical)
 - Governance pipeline
 - 5 x ICP workplans and outline of structures and meetings
 - Confirmation of capacity supporting the ICP (CCG/ Council/ Providers)

Any questions?