

Board of Directors (in Public)

Item 5.3

Subject: Cheshire and Merseyside Acute and Specialist Trusts Provider Collaborative (CMAST) Joint Working Agreement and Committee in Common

Date of Meeting: 27th September 2022

Presented by: Jane Tomkinson, Chief Executive Officer

Purpose of Report: For Approval

BAF Reference	Impact on BAF
BAF 10	This paper provides an update on the actions in respect of continued approach to collaborative working through the Cheshire and Merseyside Acute and Specialist Trust Provider Collaborative.

Level of assurance (please tick one)					
To be used when the content of the report provides evidence of assurance					
<input checked="" type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Executive Summary

The Cheshire and Merseyside Acute and Specialist Trust provider alliance has brought Trusts together to establish priorities aligned to the triple aim. C&M Trust leaders have been working together to explore collaborative potential, develop ways of working and define priorities over the last year. Through the Leadership Board it had been determined that the arrangements for CMAST will be formalised through a joint working agreement and the establishment of a Committee in Common by each Trust. LHCH Board members have continued to be well informed of the work of CMAST and the emerging governance arrangements.

The Trust has a duty to collaborate and to be part of one or more provider collaboratives. Trust approval of the Joint Working Agreement and Committee in Common TOR is an important step in formalising the governance arrangements to enable CMAST to operate effectively.

The paper is seeking Board approval of the CMAST Joint Working Agreement and Committee in Common Terms of Reference.

2. Background

Cheshire and Merseyside (C&M) acute and specialist providers have come together to collaborate on matters that can be best progressed and responded to, at scale, and through shared focus or action. Working together achieved real and tangible benefits during the pandemic, with much of CMAST's foundations emerging from these activities but also building upon, wider and existing, local collaborative strengths such as the Cancer Alliance.

In identifying, promoting and championing the benefits of collaboration NHS England have encouraged all providers to build on local successes through provider collaborative structures and, now, also require all providers to be part of a collaborative. Furthermore such a policy imperative is seen as a way to ensure all providers support the delivery of the *triple aim* through:

- Aligning priorities,
- Supporting establishment of the ICS with the capacity to support population-based decision-making, and
- Directing resources to improve service provision.

Cheshire & Merseyside Trust leaders have been working together to explore collaborative potential, develop ways of working and defining priorities over the last year. This work has included working with Hill Dickinson and Mike Farrar and has involved, both, Chief Executives and Chairs.

In addition to the triple aim priorities CMAST has identified a number of complimentary, key functions, that the collaborative can and should perform:

- Prioritising key programmes for delivery on behalf of the system, and
- Creating an environment of innovation, challenge and support in order to deliver improved performance and quality of service provision.

3. CMAST Governance Arrangements

Following the success of a number of CMAST initiatives and the establishment of the NHS Cheshire and Merseyside ICB it has been proposed, by CMAST members, and is now advocated that CMAST's ways of working should be embedded through a Joint Working Agreement. Such an approach provides a means to document the progress made, together within Cheshire & Merseyside, and provides an opportunity for Boards to demonstrate a shared commitment to the vision, priorities and programmes of work that they have identified and initiated, both internally and externally.

It is also proposed that CMAST more formally establish its governance to provide a route for shared and formalised decision making as and when required. This decision-making framework aims to underpin existing ways of working and provide a framework to build from, as necessary, to fulfil either the need, potential or ambition of CMAST Boards. The proposed approach is for Trusts to establish a Committee in Common, now enabled through the NHS Health and Care Act 2022.

The full documents are provided as separate attachments, with a summary provided below.

- **Joint Working Agreement**

The Joint working Agreement:

- Covers: vision; function; priorities and work programme.
- Establishes: rules of working; process of working together; stages of decision making and scale of involvement and decision making.
- Sets: exit plan approach; termination approach; dispute resolution approach; information sharing and competition law principles; conflicts of interest approach.

- **Committee in Common - Terms of Reference**

The Terms of reference:

- Sets out the C&M response, as proposed by Chairs and Chief Executives, to the Provider Leadership Board collaborative approach.
- Committees in Common: Staged levels of Committees in Common decision making; rules based approach; will underpin clear and consistent communication supporting Board awareness and assurance.
- Sets aims and objectives of Committee in Common.
- Establishes membership and signals wider engagement including minimum frequency of Chairs' engagement.
- Confirms the quorum.
- Annex A establishes potential activities delegated to the Committee in Common when in scope of the work as set in the Joint Working Agreement.

To note: NWS is proposed as a participant of the meeting rather than as a Member.

The documentation provides outputs that represent the culmination of a period of engagement and development with Cheshire & Merseyside Trust Board leadership and supporting officers. The approach represents the will and direction of this leadership steer and contribution and is put forward as representative of Cheshire & Merseyside's preferred way of operating.

The document delivers both a foundation and framework for CMAST development, decision making and supports its evolution. It focuses on approach and governance. Business and content scope will iterate and be defined by Boards as the scope and remit of CMAST develops and the ask of the system, for it, expand, vary or diminish. Examples of decision making have been developed to help Boards understand how the documents will work in practice.

4. Conclusion

The Trust has a duty to collaborate and to be part of one or more provider collaboratives. LHCH continues to work collaboratively through CMAST and also a range of well-established networks, in addition to a number of joint posts, services and mutual aid.

Trust approval of the Joint Working Agreement and Committee in Common Terms of Reference is an important step in formalising the governance arrangements to enable CMAST to operate effectively.

5. Recommendations

The Board is asked to

- i. Approve the CMAST Joint Working Agreement to be signed by the Chief Executive on behalf of the Board
- ii. Approve the establishment of a Committee in Common with Terms of Reference as proposed
- iii. To adopt and sponsor the approaches to collaborative working and decision making, as described, recognising the anticipated evolution and development of these proposals

Attachments

- (a) CMAST Joint Working Agreement
- (b) CMAST Leadership Board LHCH Committee in Common Terms of Reference