

**TRUST BOARD – 8 JANUARY 2015**

**UHL Mutuals in Health Pathfinder Update Report**

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<b>AUTHOR:</b>	Bina Kotecha, Assistant Director of Learning and Organisational Development
<b>DATE:</b>	8 January 2015
<b>PURPOSE:</b>	<b>(concise description of the purpose, including any recommendations)</b> This report updates the Trust Board on progress with taking forward the Mutuals in Health Pathfinder Programme. This is a key element of delivery within the Organisational Development Plan under the 'Improving Two-Way Engagement and Empower our People' work stream.
<b>PREVIOUSLY CONSIDERED BY:</b>	N/A
<b>Objective(s) to which issue relates *</b>	<input type="checkbox"/> 1. Safe, high quality, patient-centred healthcare <input type="checkbox"/> 2. An effective, joined up emergency care system <input type="checkbox"/> 3. Responsive services which people choose to use (secondary, specialised and tertiary care) <input type="checkbox"/> 4. Integrated care in partnership with others (secondary, specialised and tertiary care) <input type="checkbox"/> 5. Enhanced reputation in research, innovation and clinical education <input checked="" type="checkbox"/> 6. Delivering services through a caring, professional, passionate and valued workforce <input type="checkbox"/> 7. A clinically and financially sustainable NHS Foundation Trust <input type="checkbox"/> 8. Enabled by excellent IM&T
<b>Please explain any Patient and Public Involvement actions taken or to be taken in relation to this matter:</b>	Patient representative involvement ensured in all key development activity
<b>Please explain the results of any Equality Impact assessment undertaken in relation to this matter:</b>	Programme elements have been assessed against the nine protected characteristics under the Equality Act 2010.
<b>Organisational Risk Register/ Board Assurance Framework *</b>	<input type="checkbox"/> Organisational Risk Register <input checked="" type="checkbox"/> Board Assurance Framework <input type="checkbox"/> Not Featured
<b>ACTION REQUIRED *</b>	
For decision <input type="checkbox"/> For assurance <input checked="" type="checkbox"/> For information <input type="checkbox"/>	

- ♦ We treat people how we would like to be treated
- ♦ We do what we say we are going to do
- ♦ We focus on what matters most
- ♦ We are one team and we are best when we work together
- ♦ We are passionate and creative in our work

\* tick applicable box



Cabinet Office

**Mutuals in Health Pathfinder**

Listening into Action

Department  
of Health**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**

**REPORT TO:** Trust Board

**REPORT FROM:** John Adler, Chief Executive

**Report By:** Bina Kotecha, Assistant Director of Learning and OD

**DATE:** 8 January 2015

**SUBJECT:** Mutuals in Health Pathfinder Programme Update

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**Purpose**

UHL has been selected as Mutuals in Health Pathfinder and this report sets out key progress including:-

- Background to the pioneering Mutuals in Health Pathfinder Programme;
- A summary of UHL pathfinder programme elements;
- Details of the pathfinder programme outputs and the nominated national Programme Advisory Panel;
- Progress with the procurement of UHL's Support Contract (maximum contract value £120,000);
- Other support that will be provided as part of the pathfinder programme; and
- An outline of key next steps.

**1. Background**

In October 2013, Norman Lamb and Francis Maude asked Professor Chris Ham, Chief Executive of the King's Fund, and a panel of experts including UHL's Chief Executive to carry out an independent review of options for strengthening NHS employee's engagement in their organisations.

The review began in October 2013 and was published by the King's Fund at an event on 15<sup>th</sup> July 2014. The launch event was attended by Care and Support Minister Norman Lamb, Minister for the Cabinet Office, Francis Maude and Hazel Blears MP.

The objective of the review was to identify options for empowering staff to deliver better care via mechanisms such as improved working practices through to potential alternative provider models.

The review found compelling evidence that NHS organisations with high levels of staff engagement, where staff are strongly committed to their work and involved in decision-making, deliver better quality care. These organisations report:

- lower mortality rates
- better patient experience
- lower rates of sickness absence and staff turnover

Organisations with low levels of staff engagement are more likely to provide poor-quality care, the failures in care at Mid Staffordshire NHS Foundation Trust are a high-profile example of this.

While staff engagement levels have increased across the NHS in recent years, the review found significant variations between organisations. The report calls on all NHS organisations to make staff engagement a key priority in order to improve care at a time of unprecedented financial and service pressures.

The review found emerging evidence that staff-led mutual can deliver higher levels of staff engagement. The Mutuals in Health Pathfinder Programme is a joint Cabinet Office and Department of Health initiative designed to help NHS organisations consider the potential advantages of the mutual model.

## **2. UHL Mutuals in Health Pathfinder**

Participation in the Pathfinder Programme will enable UHL to understand what mutualisation could mean for us, the potential benefits and issues and to identify solutions to practical barriers. The scope and vision of our mutual pathfinder proposal comprises 3 main elements:-

1. Explore the whole Trust mutual
  - a. develop a business case i.e. “this is how it can be done here”
2. Autonomous, incentivised teams
  - a. develop the framework and rules of engagement
  - b. work with pilot teams to get them up and running
3. Embed staff engagement and a sense of ownership
  - a. research best practice
  - b. develop plans to further embed staff engagement in the Trust’s structure

In relation to element 1 above, the mutuals approach has not yet been tried in the acute sector, this is why the government has established the Pathfinder Programme. We would emphasise that this programme is intended to help further explore the potential and the issues involved and does not commit us to following any particular course i.e. no decisions to go down this route have been made.

There has been a great deal of interest in the pilot team work described in element 2 above. We confirm that at the initial phase, we will be working with Elective Orthopaedics and Orthopaedic Theatres and we will be exploring ways of getting them up and running as autonomous, incentivised teams.

We will continue to use Listening into Action to develop exemplary levels of staff engagement. We intend to continue to embed the voice of front-line staff in the structure of the organisation to “institutionalise” engagement and add to the sense of ownership and a shared agenda. There are variety of ways in which this could be pursued and we wish to develop these are part of the programme.

In progressing the pathfinder programme, we have established a UHL Mutuals in Health Pathfinder Programme Board with key stakeholder representation. The Board will be accountable to the Executive Team / Executive Workforce Board and report progress to key groups including Trust Board, JSCNC, LNC and the Patient Representative Group.

We have met with other selected pioneering pathfinder Trusts (9 in total as listed below) and shared with each other the specific details of each of our projects:-

- Cheshire and Wirral Partnership NHS Foundation Trust
- Liverpool Heart and Chest Hospital NHS Foundation Trust
- Moorfields Eye Hospital NHS Foundation Trust
- Norfolk and Norwich University Hospitals NHS Foundation Trust
- Norfolk and Suffolk NHS Foundation Trust
- Oxleas NHS Foundation Trust
- Surrey and Sussex Healthcare NHS Trust
- Tameside Hospital NHS Foundation Trust
- University Hospitals of Leicester NHS Trust

### 3. Pathfinder Programme Outputs and Programme Advisory Panel

A report will be produced by the nominated Programme Advisory Panel (representation as below), based on the conclusions and lessons learnt from the pathfinders and will make recommendations to the Government by May 2015.

Representative	Position
Chris Ham	CEO, Kings Fund
Rannia Leontaridi	Director of Transformation, Cabinet Office
Claire Stoneham	Deputy Director, Department of Health
Sir Charlie Mayfield	Chairman, John Lewis Partnership
Andrew Burnell	CEO, City Health Care Partnership
Jonathan Lewis	CEO, Bromley Healthcare
Bob Ricketts	Director of Commissioning Support Strategy and Market Development, NHS England
Craig Dearden-Phillips	CEO, Stepping Out
Ralph Coulbeck	Director of Strategy, NHS Trust Development Agency
Miranda Carter	Executive Director of Provider Appraisal, Monitor

The outcomes from this work is anticipated to feed into the Government’s broader programme of work in 2015/16 to enable a range of new options for providers of NHS care, alongside recommendations resulting from the review being led by Sir David Dalton.

### 4. Procurement of UHL Support Contract

As part of the programme, we will be provided with bespoke technical, legal and consultancy support and our contract value has been agreed at £120,000 in meeting our support requirements to successfully deliver the three main elements of the programme as detailed in section 2 of this report.

As part of a central procurement process led by Crown Commercial Services, we received 8 bids from suppliers and bids have been evaluated by a panel of three evaluators with UHL representation. The process followed has been highly professional and robust. Each contractor has evaluated bids against 3 questions with pre-set criteria:-

- Support requirements (detailed feasibility and outline business case)
- Team structure
- Knowledge capture requirements (Final Project Report)
- Each contractor is also scored on pricing / added value in terms of number of days support provided

Based on the consensus scores the highest scoring supplier was Hempsons. In particular they scored higher on Team Structure which makes up 50% of the total marks i.e. breadth and depth of team in relation to Mutuels and NHS experience including suitability, relevant project experience and previous similar experience. The delivery team will comprise of legal advisers from Hempsons, mutual specialists from Stepping Out and Albion Care Alliance CIC.

The 'Intention to Award' letters for the Mutuels in Health Pathfinder Programme have been issued. Hempsons bid across a number of pathfinders however we were their number one preferred Trust. As they scored particularly strongly in all sections of their bid we are confident that we will be working with a strong team who understand the needs of our Trust. For reference Hempsons will also be partnering with Norfolk and Norwich University Hospital Foundation NHS Trust.

## **5. Other Support**

### *Workshops*

Workshops will be held on a monthly basis from January to March (at a national level), lasting about three hours. They are an important opportunity for the Programme Advisory Panel, Pathfinder Trusts, suppliers, mentors/buddies, and external experts where relevant to come together and discuss emergent findings. The workshops will enable Pathfinders to seek expert advice on specific issues as well as provide an opportunity for networking with attendees and exchange ideas.

**Workshop 1: 20<sup>th</sup> January at 2pm -5:30pm**

**Workshop 2: 17<sup>th</sup> February 9:30am - 1:00pm**

**Workshop 3: 19<sup>th</sup> March 1:30pm - 5pm**

The first two workshops will address specific issues that Pathfinders are working through. These could include questions around property and assets, access to finance, or regulatory systems. The last workshop will focus on drawing together the findings of all the Pathfinders. Looking at the 9 detailed reports from each Pathfinder and in discussion, this

session will focus on drawing out the shared themes and issues from across all the Trusts, in particular:

- Benefits of the chosen model;
- Key challenges faced, including remedial actions identified at a local level;
- Risks in moving to implementation and any national policy barriers; and
- How to ensure wider dissemination of the lessons learnt.

The Programme Advisory Panel will, based on the conclusions and lessons learnt from the 9 successful projects and the 3 workshops, put forward its over-arching findings on the key barriers identified and make recommendations to Government (through an internal report). Conclusions and lessons learnt from the 9 successful projects will be made available to the Advisory Panel by 31 March 2015.

#### *Allocation of Mentor / Buddy*

A mentor, or buddy, will be assigned to each Pathfinder. Following agreement as to which mentor is initially assigned to each Pathfinder, we will make contact to agree how to work together over the next three months.

## **6. Next Steps**

The contract notices have been awarded on the 11<sup>th</sup> December, and we are currently in a ten day stand still period when suppliers can challenge Crown Commercial Services' decision. The contracts are expected to be awarded before the end of December 2014.

Contracts will commence with a kick off meeting on 5<sup>th</sup> January 2015, following which there will then be a three month intensive period of work which will conclude by 31 March 2015. We have made contact with the overall project lead appointed by Hempsons, in setting out the agenda and information requirements in preparation for the kick off meeting. We are working on producing a top ten list of knowledge transfer elements for sharing with the contractor during the initial meeting.

We will consider ways of partnering with Norfolk and Norwich University Hospitals NHS Foundation Trust given we are working with the same contractor.

## **7. Recommendations**

The Trust Board is asked to note progress with taking forward the Mutuels in Health Pathfinder Programme. This is a key element of delivery within the Organisational Development Plan under the 'Improving Two-Way Engagement and Empower our People' work stream.