

Efficiency Executive
Terms of Reference - DRAFT

Date July 2020

1. Introduction

- 1.1. Delivering against the principles agreed by the Barnsley Health and Care Partnership which include:
 - 1.1.1. Improved outcomes for Barnsley people
 - 1.1.2. Care closer to home where appropriate and supporting the left shift in investment to enable this
 - 1.1.3. Ensuring value for money in how we agree to use the Barnsley £
 - 1.1.4. Collective commitment to meeting all of the investment standards set out in the Long Term Plan.
 - 1.1.5. Taking mutual accountability and responsibility to support each other to deliver the 2020/21 plan for local people
 - 1.1.6. A population health management approach to develop strategies to improve the health and wellbeing of the population
 - 1.1.7. Acknowledging the risks our plan may pose to individual organisations throughout the year and working collectively to mitigate these.
- 1.2. In an increasingly challenging financial environment, it is important that the partnership has a robust mechanism for identifying and implementing opportunities to maximise the value (in terms of health outcomes) of its resources and ensuring that expenditure does not exceed the Barnsley place health and care financial allocation.
- 1.3. QIPP/CIP is the term commonly used to describe cost-improvement programmes that aim to improve or maintain quality of care at the same time as delivering efficiencies. (QIPP- quality, innovation, productivity, and prevention/CIP – Cost improvement programme).

2. Purpose

- 2.1. The Efficiency Executive will be the focal point for managing the PMO process ensuring a collective approach and responsibility for delivery. It will both support and hold to account clinical leads, management and project

leads responsible for the delivery of efficiency projects and provide assurance to the partnership on the delivery of these programmes.

3. Responsibilities

- 3.1. The Efficiency Executive will manage projects in stages, following PRINCE2 methodology applied proportionately according to the scale, complexity and level of risk involved in the delivery of individual projects.

Key responsibilities are:

- 3.2. To review plans for proposed projects and, if appropriate, authorise the development of project initiation documents (PID), privacy impact assessment (PIA), quality impact assessment (QIA), equality impact assessment (EIA), risk and issues logs and a project plan.
- 3.3. To ensure each project has clear data to support delivery of efficiency using all data sources available such as NHS RightCare packs, Model Hospital. Patient Level Information Costing systems and other finance systems will also be utilised to ensure cost information is linked through to cash releasing efficiency appropriately.
- 3.4. To ensure transparency and open book principles across organisations to deliver the best outcome for the people of Barnsley.
- 3.5. To ensure that any agreed actions are taken forward and any changes to project documentation amended as appropriate.
- 3.6. To routinely monitor live projects against the delivery milestones through the receipt of regular (usually monthly) highlight reports developed and submitted by the project team.
- 3.7. To receive and review ad hoc exception reports from the project team when significant issues are likely to affect the delivery of a project, or the premise upon which the business case for the project is called into question. Only issues that cannot be reasonably managed locally within the project environment should be escalated to the Efficiency Executive.
- 3.8. To give direction to projects as required, with clear timescales and objective agreed at the start of each programme of work.
- 3.9. To authorise the closure of a project once all milestones are completed and the benefits are being realised or exceptional circumstances invalidate the premise upon which the business case for the project is based.
- 3.10. To review and approve a programme dashboard that summarises the progress of projects within the programme both in terms of meeting milestones and realising benefits.

- 3.11. To report progress to the partnership and within individual organisations.
- 3.12. To ensure that lessons learnt through the development and implementation of projects are appropriately responded to and fed back across the partnership as a whole.

4. Membership

4.1. Core members:

- Directors of Finance from each partner organisation (CCG, BHNFT, BMBC, SWYPFT)
- Director of Strategic Planning and Performance (CCG)
- Chief Delivery Officer (BHNFT)
- Director of Strategy (SWYPFT)
- Executive Director – Adults and Communities (BMBC)
- Chief Operating Officer (BHF)

4.2. Required members (as required)

- PMO support
- Programme leads
- Project Managers
- Other officers as required

5. Quorum

- 5.1. Quorum is four core members, one of whom should be a representative from each organisation. At the discretion of the chair or their nominated representative, meetings may proceed without quorum being reached in order for the group to fulfil its responsibilities in monitoring the progress of projects. If quorum is not reached, then significant decisions such as to authorise the commencement of a project should be deferred to the next meeting or decisions shared virtually with members of the group.

6. Reporting arrangements

- 6.1. A programme dashboard will be developed and submitted to the partnership.

6.2. Details of each programme will be reported consistently across each partner organisation boards as appropriate.

7. Relationships

7.1. The Efficiency Executive will ensure appropriate clinical engagement to the development or implementation of any project will ensure that any feedback from Clinical professionals is taken into account.

8. Administration

8.1. The Efficiency Executive will be supported by the CCG's programme management office (PMO) overseen by the Director of Strategic Planning and Performance.

9. Frequency

9.1. The Efficiency Executive will meet at least monthly and more frequently when required, as determined by the group.

10. Code of conduct

10.1. The group will conduct its business in accordance with national guidance, relevant codes of practice including the Nolan Principles. It will operate with transparency and open book accounting across organisations to ensure maximum efficiency can be achieved.

11. Review

11.1. The terms of reference will be reviewed in 3 months and annually thereafter.

Review date: October 2020