

**NHS LIVERPOOL CLINICAL COMMISSIONING GROUP
PRIMARY CARE COMMISSIONING COMMITTEE
EXTRAORDINARY MEETING
FRIDAY 21ST AUGUST 2015 AT 1PM
BOARDROOM – ARTHOUSE SQUARE**

A G E N D A

Part 1: Introductions and Apologies

- 1.1 Declarations of Interest **All**

Part 2: Strategy & Commissioning

- 4.1 Development of The Liverpool GP Provider Organisation **PCCC 13-15
Katherine Sheerin**

Part 4: Governance

5. Any Other Business **ALL**
6. Date and time of next meeting:
Tuesday 15th September 2015 10am Boardroom, Arthouse Square

Report no: PCCC 13-12

**NHS LIVERPOOL CLINICAL COMMISSIONING GROUP
PRIMARY CARE COMMISSIONING COMMITTEE**

FRIDAY 21ST AUGUST 2015

Title of Report	Development Of The Liverpool GP Provider Organisation
Lead Governor	Katherine Sheerin, Chief Officer Liverpool CCG
Senior Management Team Lead	Cheryl Mould, Head of Primary Care Quality & Improvement
Report Author	Cheryl Mould, Head of Primary Care Quality & Improvement
Summary	<p>The purpose of this paper is to seek Liverpool Primary Care Commissioning Committee approval for investment in the Liverpool GP Provider Organisation to enable the recruitment of General Manager to support the establishment and active operation of the Liverpool GP Provider Organisation in order to deliver the aims of Healthy Liverpool through enabling delivery of expanded and improved Primary Care as part of integrated community services in the city. Appendix 1 to this report sets out the proposed Job Description and person specification for which approval is also sought. The postholder will be employed by Liverpool CCG and have dual accountability to Chief Officer, Liverpool CCG and Liverpool GP Provider Organisation.</p>
Recommendation	<p>That Liverpool CCG Primary Care Commissioning Committee:</p> <ul style="list-style-type: none"> ➤ approves the investment proposal for £102k for 12 months.

Impact on improving health outcomes, reducing inequalities and promoting financial sustainability	Enabling the expansion & development of Primary Care to meet the aims of Healthy Liverpool.
Relevant Standards or targets	

DEVELOPMENT OF THE LIVERPOOL GP PROVIDER ORGANISATION

1. PURPOSE

This report seeks Liverpool Primary Care Commissioning Committee approval for investment in the Liverpool GP Provider Organisation to enable the recruitment of General Manager to support the establishment and active operation of the Liverpool GP Provider Organisation in order to deliver the aims of Healthy Liverpool through enabling delivery of expanded and improved Primary Care as part of integrated community services in the city. Appendix 1 to this report sets out the proposed Job Description and person specification for which approval is also sought. The postholder will be employed by Liverpool CCG and have dual accountability to Chief Officer, Liverpool CCG and Liverpool GP Provider Organisation.

2. RECOMMENDATIONS

That the Liverpool Primary Care Commissioning Committee approves the investment proposal for £102k (top scale 8d) for 12 months

3. BACKGROUND

NHS Liverpool CCG has embarked on Healthy Liverpool, an ambitious programme to redesign health services in the city working with all providers, commissioning partners, patients and the public to improve health outcomes for the population and secure sustainable, high quality services for patients.

Transforming community services is fundamental to the new model, requiring GPs, their teams and community health services to work together in an integrated way, connecting with local voluntary sector organisations and having far stronger relationships with secondary care. General Practice is absolutely fundamental to a sustainable health service. There is strong international evidence base for its key role in tackling health inequalities and improving health outcomes. Securing optimal General Practice is essential to the Healthy Liverpool Community Model, delivering person centred proactive care and a new model of access. The newly formed Liverpool GP provider Organisation pivotal in supporting practices to work at scale and maximise opportunities for primary care in delivering the aims of Healthy Liverpool

4. PROPOSAL

LCCG is committed to supporting the development of the Liverpool GP Provider Organisation. The relationship between the Federation and the CCG is crucial, it is in the best interest of the local health economy that the Federation is able to flourish in order to work in partnership with LCCG to support our member practices to deliver high quality accessible primary care services. To this end we are proposing to recruit a General Manager to support the development of the Federation. This post would provide assurance to both the Federation and LCCG that:-

- The growth and sustainability of the federation is being supported in order to sustain high quality general practice for patients in the City
- The Federation has the ability to be responsible, responsive and engaged with local commissioners and providers
- That robust governance, Board development and quality systems are in place
- The Federation is actively engaged in delivering the new model for community care in Liverpool
- The existence of robust and effective business planning functions
- The Federation has clear accountable leadership and management
- Communication with member practices, LCCG and all other key stakeholders is clear and consistent.

This will contribute to a sustainable and effective local Federation which is suitably equipped to meet and deliver the challenges of the future and stand alone as a provider of high quality services.

5. **TIMESCALES**

- Approval from the Primary Care Commissioning Committee of the investment August 2015
- Finalise job description and person specification August 2015
- Recruitment processes to be mobilised with a plan for the successful candidate to be in post by November 2015

Cheryl Mould
Head of Primary Care Quality & Improvement
14th August 2015

ENDS

PCCC 12-15 Appendix 1

JOB DESCRIPTION
GENERAL MANAGER
LIVERPOOL GP PROVIDER ORGANISATION

The newly formed Liverpool GP Provider Organisation is seeking a passionate individual to provide active leadership and development to facilitate growth and sustainability.

A General Practice Federation model will allow practices to work at scale, share resources and maximise collaboration across acute and community providers and other partners. The benefits include giving patients greater access to care and advice through collaborative working and multidisciplinary primary care teams.

The general manager will, in close collaboration with GP members, create a clear and credible strategy and robust action plan that sets out the necessary steps to successfully develop the organisation, and contribute fully to delivering the aims of the Healthy Liverpool Programme.

This is an extremely exciting opportunity to join our team at the development stage to deliver real change and improvement for healthcare in Liverpool. This will involve significant work with key stakeholders and patients in developing new models of care.

General Manager of Liverpool GP Provider Organisation

Job Title:	General Manager of Liverpool GP Provider Organisation
Band:	8d
Responsible to:	Chair of Liverpool GP Provider Organisation and Community Care Programme Director, Liverpool CCG
Accountable to:	Chief Officer, Liverpool Clinical Commissioning Group and Shareholders, Liverpool GP Provider Organisation
Location:	Greenbank Road, Liverpool, L18 1HG
Contract:	12 months fixed term (secondment)

Overall Job Purpose

To support the establishment and active operation of the Liverpool GP Provider Organisation in order to deliver the aims of Healthy Liverpool through enabling delivery of expanded and improved Primary Care as part of integrated community services in the city.

Job Summary**The postholder will:**

- Work with the Board of Directors to facilitate the growth and sustainability of the Federation, allowing practices to work at scale and maximising opportunities for primary care in delivering the aims of the Healthy Liverpool Programme
- Lead the active engagement of the Federation in delivering the new model for community care for Liverpool, ensuring the organisation plays a lead role in collaborative working with other community provider organisations
- Lead the provision of an efficient, effective and high quality business planning function within the organisation ensuring the production of a robust annual business plan, meeting all statutory and necessary requirements
- Provide clear, proactive, leadership and management of the Federation to deliver the overall strategy and business plan for the organisation
- Horizon scan for commercial and development opportunities to support the growth and sustainability of the Federation, advising the Board of Directors of opportunities and overseeing the potential response of the organisation

- Develop the infrastructure of the Federation to ensure compliance with CQC registration, contractual requirements and statutory responsibilities
- Ensure the Federation engages fully in understanding patient expectations and how the Federation can proactively support local residents health and care needs, underpinned by the creation of a robust patient communication and engagement strategy

Please refer to generic Band 8d job description and person specification for general requirements and expectations of the post

AGENDA FOR CHANGE**JOB DESCRIPTION**

Job Title:	See Role Specification
Band:	Band 8d
Responsible to:	Director of Service
Accountable to:	Director of Service
Responsible for:	Directly manages Service or Directorate, responsible for day to day work assigned to team
Location:	Required to work at any establishment at any time throughout the duration of their contract, normally within the location of the Cluster or Sector, or as set out under the terms of their contract

1. Job Summary

- The postholder will develop effective strategy and operational policies for promoting innovation across Cluster and Sector. Working closely with colleagues across the sector, ensuring coherent strategy and will:
 - Drive the strategy for, supporting and ensuring alignment across the system
 - Drive reform and support organisational change and uptake of initiatives that support excellence
 - Develop and communicate the vision for the role of innovation, and the development of strategy and operational policies to support this vision
 - Engage with key strategic regional and national policy makers to inform development of strategy and policies

- Identify examples of national and international best practice and to ensure that London benefits from relevant innovations in healthcare
 - Support development by developing the innovation infrastructure and capacity in organisations
 - Develop and champion new initiatives or projects as necessary
 - Working with providers and clinical experts to design new training products
 - Provide expertise of best practice methodologies regulatory requirements, policy imperatives, innovation and technological developments and stakeholders knowledge.
- This job description and person specification are only an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager.
 - The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the Department and the Organisation.

2.0 Key Working Relationships

- The post holder will be required to build and maintain good working relationships with a broad range of internal and external stakeholders on a range of business sensitive issues.
- Lead as the expert; integrating systems and managing effective working relationships with the appropriate stakeholders.
- Drive and challenge each key working relationship to innovate with drive reform to achieve agreed objectives
- Provide and receive highly complex, sensitive and contentious information, including presenting information about projects and dependencies to a wide range of internal and external stakeholders in formal settings.
- Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes.

- Deal with complex and conflicting subject matter problems or in day to day work load in workshops, meetings, one on one communications and other events, comprising various parts of the business.
- Nurtures key relationships with senior and high profile individuals and responsible for the maintenance of networks.
- Link with managers and members of other initiatives to address inter-dependencies and ensure alignment.
- Employ effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels (including senior management) who may hold differing and contentious views.
- Represent the Cluster and/or Sector in sensitive and political situations, delivering difficult messages where required to high-level audiences.
- Effective stakeholder management across different departments and at all levels, maintaining relationships with key and high profile stakeholders, such as key strategic regional and national policy makers.
- Ensure optimum engagement, securing appropriate buy in, support and understanding

3. Functional Responsibilities

3.1 Operational

- Accountable for developing and delivering strategy, promoting innovation and supporting operational excellence in the Cluster and/or Sector. Working with highly complex data, facts and situations requiring analysis, interpretations and comparisons on a range of options and making decisions on the most appropriate approach.

3.2 Financial and Physical Resources

- Accountability and sign off for all innovation projects and initiatives.

- Develop commissioning models that ensures value for money and promote excellence.
- Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of this responsibility.
- Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year.

3.3 Staff Management

- Transfers expertise and knowledge as appropriate, regarding innovation issues throughout the team and also externally to Directors and lead providers – including developing and delivering formal briefing/training to promote innovation across London.
- To forge positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.
- To work in a matrix management style and to foster close working relations with other managers within the NHS North West London.
- To manage, motivate and develop staff within the team to ensure that they are able to deliver the new responsibilities of the NHS in London.
- To recruit as necessary and performance manage a Service or Directorate that delivers a range of tasks within a matrix structure in a new and challenging environment.

3.4 Information Management

- Responsible for the development, management and maintenance of systems and framework across the organisation.
- Partners with the Information and Business Intelligence team to ensure that information management needs are met in order to enable effective education planning and monitoring of Quality

3.5 Research and Development

- Develops an innovation strategy including research and development to identify, develop and promote best practice
- Drawing from experience and expertise in other academic fields and industries, ensures that London benefits from relevant innovations
- Highlight, promote and report innovative approaches to education and training, particularly their impact on service
- Commission and co-ordinate an Research and Development strategy to drive innovation

4. Operational Responsibilities

4.1 Planning and Organisation

- Accountable for developing and owning the operational strategy and working with the team to ensure that this is incorporated into the consolidated plan.
- Develops plan for the delivery of the role's responsibilities including identifying interdependencies, managing risks, modelling the potential

impacts on the wider organisation, determining resource requirements and building in contingency where necessary.

- Contributes to the London NHS strategic planning process and delivery of priorities and manages consequential adjustments to activities responsible for as required.

4.2 Policy and Service Development:

- Working collaboratively to develop a faculty of local champions and leaders.
- Promote the adoption of innovative strategies and techniques.
- Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service level agreements (SLA's) which may impact.
- Proposes changes to own function and making recommendations Sector wider.

Person Specification

Generic Band 8d

Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Description	Essential	Desirable	Assessment
Knowledge, Training and Experience	Educated to masters level or equivalent level of experience of working at a senior level in specialist area.	√		A/C
	Extensive knowledge of specialist areas, acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to master's level equivalent	√		A/I
	Evidence of post qualifying and continuing professional development Must have an understanding of the background to and aims of current healthcare policy in London and appreciate the implications of this on engagement	√		A/I
	Should have an appreciation of the relationship between the Department of Health, the Strategic Health Authority and individual provider and commissioning organisations	√		A/I

	Member of relevant professional body	√		A/I
Communication Skills	<p>Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations</p> <p>Ability to provide and receive, convey and present highly complex, sensitive and/or contentious information to large groups, responding openly to questions to ensure full understanding and engagement</p> <p>Ability to communicate with clinical, academic and all levels of staff effectively</p>	√		A/I
		√		A/C
		√		A/I
		√		A/I
		√		A/I

Analytical	<p>High level analytical skills and the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner</p> <p>Ability to analyse numerical and written data, assess options and draw appropriate conclusions</p> <p>High level critical thinking skills</p> <p>Ability to develop, maintain and monitor information systems to support innovation initiatives</p> <p>Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management when appropriate</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
Planning Skills	<p>Leadership, vision, strategic thinking and planning with highly developed political skills</p>	<p>√</p>		<p>A/I</p>
Management Skills	<p>Ability to demonstrate a high level of expertise in providing senior leadership</p>	<p>√</p>		<p>A/I</p>

Physical Skills	Working knowledge of Microsoft Office with intermediate keyboard skills.	√		A/I
Autonomy	Ability to work on own initiative and organise workload, allocating work as necessary, working to tight and often changing deadlines.	√		A/I
	Ability to make decisions autonomously, when required, on difficult issues	√		A/I
Equality and Diversity	Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda	√		A/I

Financial and Physical Resources	Previously responsible for a budget, involved in budget setting and working knowledge of financial processes	√		A/I
Other	Determination, perseverance, and resilience	√		A/I
	Flexibility, and the ability to handle a rapidly changing and ambiguous			

	environment	√		A/I
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***Assessment will take place with reference to the following information**

A=Application form

I=Interview

T=Test

C=Certificate