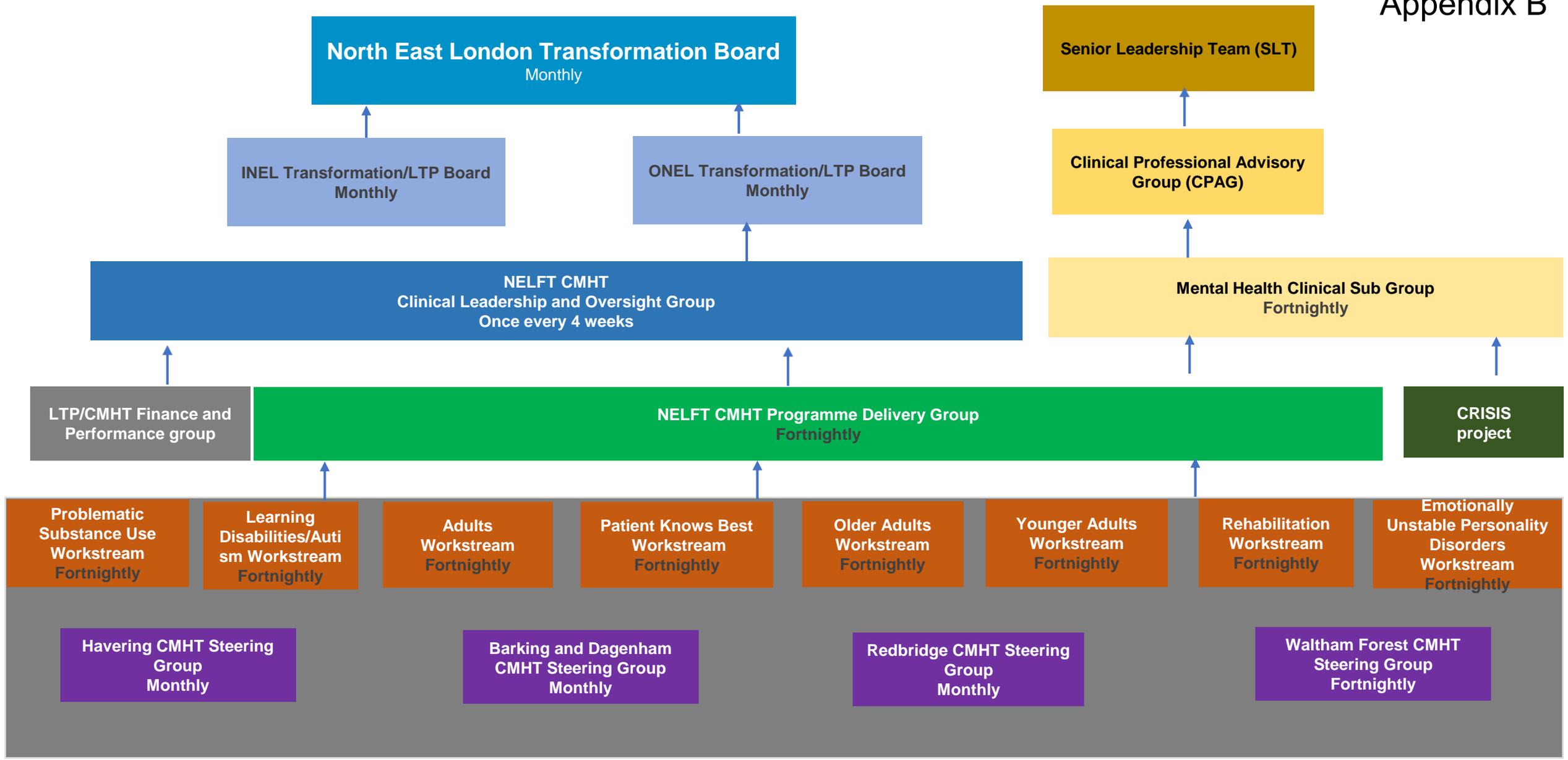


# NELFT Community Mental Health Transformation Programme Governance Structure and Terms of Reference

## Appendix B



# NELFT CMHT Clinical Leadership and Oversight Group

## Terms of Reference

Best care by the best people

**Purpose:** The Clinical Leadership and Oversight Group (CLOG) is established to provide assurance on the effective implementation of the NELFT Community Mental Health Transformation (CMHT) Programme and to enable implementation of key actions where escalated risks and issues are causing delays, as well as to make links and provide escalation for wider system issues. It is responsible for development of the all age NELFT models of care, ensuring required clinical, professional, service user and wider system stakeholder engagement.

**The Role of the Group:** The overall remit of the CLOG is to ensure the delivery of the NELFT CMHT Programme. It will:

- Provide overall direction and clinical leadership to the CMHT Delivery Group, tracking progress against the CMHT Programme plan
- Take decisions where risks and issues are escalated by the CMHT Delivery Group
- Identify and link other system-wide projects and programmes which impact on the NELFT CMHT Programme
- Identify external dependencies and escalate wider system issues to the ONEL MH/LTP Transformation Board and the MH Clinical Sub Group as necessary
- Provide progress reports on the NELFT CMHT Programme to the ONEL MH/LTP Board and when requested to the NELFT Quality and Safety Committee/ the Trust Board and respond to requests or actions from these groups
- Provide updates to the Mental Health Clinical Sub Group
- Development of key Programme delivery plans to enable effective and consistent approaches
- Engage key enablers such as Finance and Performance, Communications and Engagement, Digital, Organisation Development, to ensure enablers meet the ambitions and requirements of the Programme.
- Ensure the NELFT community mental health model meets national, regional and local population requirements, The Quality Framework and best practice standards.

The CLOG will monitor progress against CMHT Programme Plan and emerging risks and issues using the highlight report provided by the NELFT CMHT Programme Delivery Group.

Version control	1.0
Date adopted	29 <sup>th</sup> July 2021
Review Frequency	6 months
Meeting Frequency	Every 4 weeks
Location	Microsoft Teams
Duration	1.5 hours

## **Membership:**

**Co-Chairs:** Wellington Makala and Russell Razzaque

**Quorum:** Provider operational and clinical representation from each borough, Commissioner representation, CMHT Programme Director and/or CMHT Programme Clinical Director, LA representation

Cilla Young – MH Transformation Programme Director  
Brian Joplin – CMHT Programme Director  
Polly Cunningham – CMHT Programme Coordinator  
Anoushka Walton – Service User representation  
Shurland Wilson - Assistant Director MHS, WF CCG  
Sangita Lall - Assistant Director Adults Services, B&D  
Kevin Sole - Assistant Director Adults Mental Health, Redbridge  
Joanne Guerin - Assistant Director Adults and LD, Havering  
Sipho Mlambo - Commissioning Lead MH and LD: BHR CCG  
Anna Saunders - Head of Integrated Commissioning (WF)  
Sara Tresilian - Professional Lead for Adult Mental Health WF  
Stephen O'Connor – Consultant Psychiatrist, CMHT OA lead  
Nicola Greenhalgh – Principal Pharmacist  
Irvine Muronzi – Deputy Director ARD, CMHT LD lead  
Shweta Anand – AMD, Consultant Psychiatrist  
Mohan Bhat - Associate Medical Director  
Bill Travers – AMD/ Consultant  
Malik Shezana - AD Havering Community Services  
Olumide Adeotoye - Consultant Geriatrician  
Sabeena Pheerunggee – GP, MH Lead WF CCG  
Saheem Gul – Consultant Psychiatrist, OA  
Raj Kumar – GP and MH lead: BHR CCG  
Syed Ali Naqvi – Professional/Strategic Lead, MH Disorders

Deborah White – Mental Health Commissioning Manager  
Kevin Dowling – Primary Care Mental Health Commissioning Manager  
Laura Kemp – CMHT HR Lead  
Jennifer Ellis – CMHT BI Lead  
Emmanuel Okoro - Associate Medical Director for AARD  
Claire Williams - Head of Psychology for AARD  
Katayoon Bamdad – MH Transformation manager  
Amjed Hossain – Chief Clinical Information Officer, Consultant Psychiatrist  
Nick Van Rossum – Project Manager : Redbridge  
Amanda Heath – Project Manager : Havering  
Marcus Donnelly – Project Manager : Barking and Dagenham  
Ferdous Ali– Project Manager : Waltham Forest  
Laura Gilkinson - Head of Trauma Informed Care  
Debbie Taylor – CMHT Programme Manager  
Satha Alaga – CMHT Programme Finance lead  
Hilary Shanahan – Quality Improvement Lead: NEL CCG

### **LA Leads:**

Redbridge: Victoria.Porter  
Waltham Forest: Maureen Mceleney  
LBBB: Douglas Maitland-Jones  
Havering: Sheila Jones

### **AHP Leads:**

Barbara Tombs  
Kieran Mahony  
Nicholas Bertram  
Barbara Armstrong  
Jennifer Greenidge  
Christopher Tuckett  
Narinder Sangha

## **CLOG Conduct of business:**

### ***Secretariat***

Polly Cunningham shall be secretariat to the CLOG, and duties in this respect will include:

- Agreement of agendas with Chair and attendees and collation of papers.
- Distribution of papers 2 working days before the CLOG meeting. The key Programme workstreams will be standing agenda items to ensure regular updates are built in
- Liaison with members of the CMHT Programme Delivery Group to ensure matters for escalation and decision by CLOG are built into agendas as required
- Keeping a record of key actions and matters arising to be distributed after the meeting and followed up by the CMHT Delivery Group.

### ***Frequency of meetings***

Meetings shall be fortnightly, held in the period between CMHT Programme Delivery Group and the ONEL MH/LTP Board, to allow time for updates to the CMHT Programme Plan and to identify actions or risks and issues which need escalating at this meeting. Additional meetings may be held as deemed necessary by the CLOG Co-Chairs.

Members will ensure they are represented at meetings during periods of absence by a colleague who will be suitably prepared in advance.

# NELFT CMHT Programme Delivery Group

## Terms of Reference

Best care by the best people

**Purpose:** The NELFT CMHT Programme Delivery Group is responsible for the actions and steps required to deliver the NELFT CMHT Programme Plan. The work of the group will be guided and overseen by the Clinical Leadership and Governance Group (CLOG) and will ensure the programme is implemented.

**The role of the Group:** Ensure delivery of a joined up system plan and approach for borough level implementation of neighbourhood teams by:

- Supporting boroughs to ensure local design reflects core principles of the model
- Plan for recruitment, training and embedding of roles
- Digital and data sharing requirements of prototypes – and estates if required
- Capture learning from prototypes and inform decisions about future delivery and phasing of posts based on capacity

Specifically, the NELFT CMHT Programme Delivery Group is to oversee and support implementation of the projects and workstreams that contribute to NELFT CMHT Programme Plan by:

- Ensuring that actions are taken in line with the CMHT Programme plan and that major risks, issues and dependencies are escalated to the CLOG for resolution or for discussion at the system-wide ONEL MH/LTP Board.
- Ensuring that robust project and change management processes are in place for workstreams, with regular reporting on progress and outcomes achieved as well as risks, issues and delays via the detailed project plans.
- Approving project briefs, work programmes and timescales, individual workstreams and their corresponding timescales and outputs.
- Identifying resources to support the CMHT Programme delivery as required.
- Initiate Task and Finish Groups to progress specific workstream actions as required by the Programme.
- Linking with other Trust or system-wide programmes as necessary.
- Escalating issues affecting delivery to the CLOG.
- Ensuring application of Quality across all plans with measurable outcomes.

Version control

1.0

Date adopted

29<sup>th</sup> July 2021

Review Frequency

6 months

Meeting Frequency

Fortnightly

Location

Microsoft Teams

Duration

1.5 hours

## **Membership:**

**Co-Chairs:** Russell Razzaque, CMHT Clinical Director and Cilla Young, CMHT Programme Director

**Quorum: Clinical or Programme Director, representation by 3 localities**

Polly Cunningham – CMHT Programme Coordinator

Brian Jopling – MH Transformation Programme Director

Shurland Wilson - Assistant Director MHS, WF

Sangita Lall - Assistant Director Adults Services, B&D

Kevin Sole - Assistant Director Adults Mental Health, Redbridge

Joanne Guerin - Assistant Director Adults and LD, Havering

Laura Kemp – CMHT Human Resources lead

Jennifer Ellis – CMHT Business Intelligence Analyst

Kemi Bodija/Justine Hodge – Communications

Kevin Dowling – BHR Commissioning manager

Linda Chapman/Satha Alaga - Finance Business Manager

Deborah White – Waltham Forest Commissioning Manager

Jacqui Van Rossum – Exec Director of Integrated Care (London)

Irvine Muronzi - Deputy Director ARD, CMHT LD lead

Shezana Malik - Assistant Director Havering Community Services

Debbie Taylor - Clinical Quality Improvement Manager

Nick Van Rossum – Project Manager : Redbridge

Amanda Heath – Project Manager : Havering

Marcus Donnelly – Project Manager : Barking and Dagenham

Ferdous Ali– Project Manager : Waltham Forest

Stephen O'Connor – Consultant Psychiatrist, CMHT OA Lead

Sara Tresilian - Professional Lead for Adult Mental Health WF

Katayoon Bamdad – MH Transformation Manager

Hilary Shanahan – Quality Improvement Lead: NEL CCG

## **Conduct of business:**

### **Secretariat:**

Polly Cunningham shall be secretariat to the CMHT Programme Delivery Group, and duties in this respect will include:

- Agreement of agendas with Chair and attendees and collation of papers.
- Distribution of papers 1 working day before the CMHT Delivery Group meeting. The key Programme workstreams will be standing agenda items to ensure regular updates are built in
- Liaison with members of the CMHT Programme specialist workstreams and borough CMHT Steering Groups to ensure matters for escalation and decision by the CMHT Programme Delivery Group are built into agendas as required
- Keeping a record of key actions and matters arising to be distributed after the meeting and followed up by the relevant CMHT Programme workstreams and borough CMHT Steering Groups

### **Frequency of meetings:**

Meetings shall be fortnightly, held in the period between CMHT CLOG and CMHT Programme workstreams and borough CMHT Steering Groups to identify actions or risks and issues which need escalating at this meeting. Additional meetings may be held as deemed necessary by the CMHT Programme Delivery Group Co-Chairs.

Members will ensure they are represented at meetings during periods of absence by a colleague who will be suitably prepared in advance.

## NELFT CMHT Programme Key Projects/Workstreams Terms of Reference

### The CMHT Programme Workstreams will:

- Develop objectives, priorities and project plans, required to deliver the specific model of care eg LD/ASC, Problematic substance Use, Older Adults, ensuring clinical, professional, service users and wider system stakeholder engagement.
- Ensure that objectives and plans are in alignment with CMHT timeline and quality, with recruitment, induction, training etc built in.
- Provide regular updates to the CMHT Programme Delivery Group. Each Workstream will have a dedicated space on the CMHT Programme Delivery Group meeting Agenda.
- Produce monthly Highlight reports and Exception reports (when required) against project plan
- Escalate risks and issues affecting the NELFT CMHT Programme delivery to the CMHT Programme Delivery Group.

**Membership to include Service Users and appropriate senior local representation for each key partner organisation**

# NELFT CMHT Programme Locality Steering Group

## Terms of Reference

Best care by the best people

### The locality Steering Groups will:

- Establish local transformation objectives, priorities, plans, resources and structures – aligned with the overall governance model and model of care but reflecting local needs and variation
- Engage local staff, partners and key stakeholders in the leadership and delivery of the plans, with clear roles, ownership and accountability at Neighbourhood Project level
- Oversee delivery of plans to deadline and quality – including recruitment, induction, integration and embedding of new roles, training and development and ensuring local-level adoption of new ways of working. Work with the recruitment lead and training hub (as appropriate) and others to enrol support and provide tools to do this
- Maintain a local investment plan (aligned to an overarching programme investment plan) and track how local investment translates into additional capacity to inform phasing of local delivery
- With the wider programme ensure key enablers are developed locally to enable success – digital, data sharing, local comms/engagement and estates arrangements. Ensure comms to local staff meets local needs and preferences and optimises positive staff engagement and ownership of local delivery
- Evaluate and learn and incrementally increase the number of PCNs adopting the new model over the life of the programme and ensuring other changes to the model are rolled out locally
- Work across boroughs to share insights and successes to speed up the pace of change and ensure a consistent approach where required
- Ensure a joined up approach with other borough transformation programmes or initiatives is taken to align and optimise opportunities for change
- Ensure there is an oversight of wider MH initiatives taking place in the borough (e.g. IAPT, IPS) and that these are integrated as part of the neighbourhood team offer and that access to these wider initiatives is easy and clear as part of local model design and delivery
- Provide monthly Highlight Reports and Exception reports (when required) against Project plan to the CMHT Programme Delivery Group
- Escalate risks and issues affecting delivery to the CMHT Programme Delivery Group and maintain local risk/issue logs

**Membership to include Service Users and appropriate senior local representation for each key partner organisation**

# NELFT Community Mental Health Transformation Programme outline/timetable for Highlight reports

Meeting	Report required	Action 1	Action 2	Action 3
<b>ONEL Transformation Board</b>	Monthly CMHT Programme Highlight Report – due 3 days before meeting	<ul style="list-style-type: none"> <li>• CY meets with Julian Buckton/Douglas Rees to discuss agenda and papers</li> </ul>	<ul style="list-style-type: none"> <li>• Programme Director and Programme Clinical Director review and sign off Programme Highlight report and send to Programme Coordinator</li> <li>• BJ and CY draft agenda for ONEL Board and sends to PC</li> </ul>	<ul style="list-style-type: none"> <li>• Programme Coordinator sends Programme Highlight report, Agenda and other related papers to PMO Admin support</li> </ul> <p><i>If not received, send reminder email to CY and RR</i></p>
<b>Clinical Leadership and Oversight Group Fortnightly</b>	The CMHT locality and Programme Highlight reports are circulated to CLOG members.			
<b>CMHT Delivery Group Meeting Fortnightly</b>	Monthly Locality Project Highlight Report due for the meeting held in the second week of the month	<b>First Friday of the month</b> Programme Coordinator sends reminder/request to Project Managers to return report the following Monday.	<b>Following Monday:</b> Project Managers send to CMHT Programme Coordinator	<b>Following Tuesday:</b> <ul style="list-style-type: none"> <li>• MH Transformation Manager reviews and submits to Programme Director and Clinical director</li> <li>• MH Transformation Manager completes Programme Highlight report and sends to Programme Director and Programme Clinical Director for review and sign off</li> </ul>
<b>CMHT Workstreams/ projects</b>	Workstream/Project Progress Report due for the meeting held in the second week of the month.	<b>First Friday of the month</b> Programme Coordinator sends reminder/request to Workstream Lead to return report the following Monday.	<b>Following Monday:</b> Workstream Lead sends Highlight Report to Programme Coordinator who collates papers for CMHT Delivery Group Meeting.	<ul style="list-style-type: none"> <li>• Programme Coordinator sends all papers to Programme Director</li> <li>• Programme Director and Programme Coordinator review papers and prepare pack for circulation with agenda</li> </ul>