Provider collaboration:
The response to systems and governing under sustained pressure

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Over the past decade, legislation and strategy have shifted emphasis from competition to collaboration as a driver of change.

- **Joint forward plans** developed and delivered in partnership between ICBs and providers focus on improving access and outcomes while reducing health inequalities.

- **Mutual aid and partnerships** build resilience across services and pathways.

- **Collaboration at scale** can drive financial efficiency while targeting unwarranted variation.

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**Health and Social Care Act (2012)**
- Competition to drive efficiency and quality

**Five Year Forward View (2014)**
- New care models drive local integration

**STPs (2016)**
- Place-based planning and collaboration to meet patient needs

**Long Term Plan (2019)**
- Integrated care and population health approaches underpinned creation of ICSs

**Health and Care Act (2022)**
- Cooperation to drive delivery and outcomes; ICBs created
NHS England is supporting providers in this shift to collaboration through our statutory, regulatory and advisory frameworks

- **Guidance on good governance and collaboration** (2022) sets out expectations on how trusts should collaborate around shared planning and decision-making, delivery of services and delivery of improvements.

- **Addendum to your statutory duties – reference guide for NHS foundation trust governors** (2022) sets out the roles of FT governors in supporting collaboration and system working to benefit the public at large.

- **Code of Governance for NHS provider trusts** (2022) requires Boards to actively consider where wider system/NHS considerations can be incorporated into governance practices.

- **NHS Operational Planning and contracting guidance and NHS Financial Framework** (2023) emphasise collective duties in delivering a joint financial objective.

- **Modified NHS provider licence** (2023) reflects statutory and policy expectations for system working through new cooperation and Triple Aim conditions.

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**How organisational governance supports system working**

Successful collaboration relies on a number of key behaviours…

- Shared planning and decision-making
- Taking collective responsibility with partners
- Delivery of improvements and decisions

…supported by the right governance characteristics across providers

- Developing and sustaining strong working partnerships
- Ensuring decision-making is at the right level
- Clear and system-related criteria for decisions
- Clear lines of accountability for decisions taken
- Ensuring delivery of improvements and decisions

*from the Guidance on good governance and collaboration*
We are supporting provider collaboratives at varying levels of maturity to deliver transformation and improvement at scale

- **Working together at scale** (2021) outlines expectations on how providers should work together in collaboratives.
- **Provider collaboratives toolkit** (2022) contains ideas, tools, and case studies to set up and strengthen collaboratives in a way that reflects local conditions.
- **FutureNHS Provider Collaboratives Hub** is a collaboration space with a repository of case studies and other documents and a forum for peer learning and engagement.

- **The Provider collaboratives maturity matrix** (2023) provides objectives that collaboratives may want to work to across three different domains:
  - **Outcomes and benefits**: Reducing unwarranted variation and inequalities; building resilience; and enhancing productivity and value for money.
  - **Governance and leadership**: Implementing a shared vision; mutual support and accountability; and multi-professional clinical/care leadership.
  - **System working**: Supporting ICSs to deliver priorities; building strong relationships with partners; and engaging and co-designing with local people and communities.
The provider collaborative innovator scheme

Launched November 2022 to provide direct and tailored support to 9 provider collaboratives at different developmental stages. Learning and insights from each can support the wider provider collaboratives cohort.

1. UCL Health Alliance (UCL)
2. Bath and North East Somerset, Swindon and Wiltshire Acute Hospital Alliance (BSW)
3. Buckinghamshire, Oxfordshire, Berkshire West Mental Health Provider Collaborative (BOB)
4. North East London mental health learning disability and autism provider collaborative (NEL)
5. The Cheshire and Merseyside Acute and Specialist Trust Collaborative (CMAST)
6. South Yorkshire and Bassetlaw Acute Federation (SY&B)
7. Leicestershire Partnership and Northamptonshire Healthcare Group (L&N)
8. Foundation Group provider collaborative (FG)
9. Mid and South Essex Community Collaborative (MSECC)
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