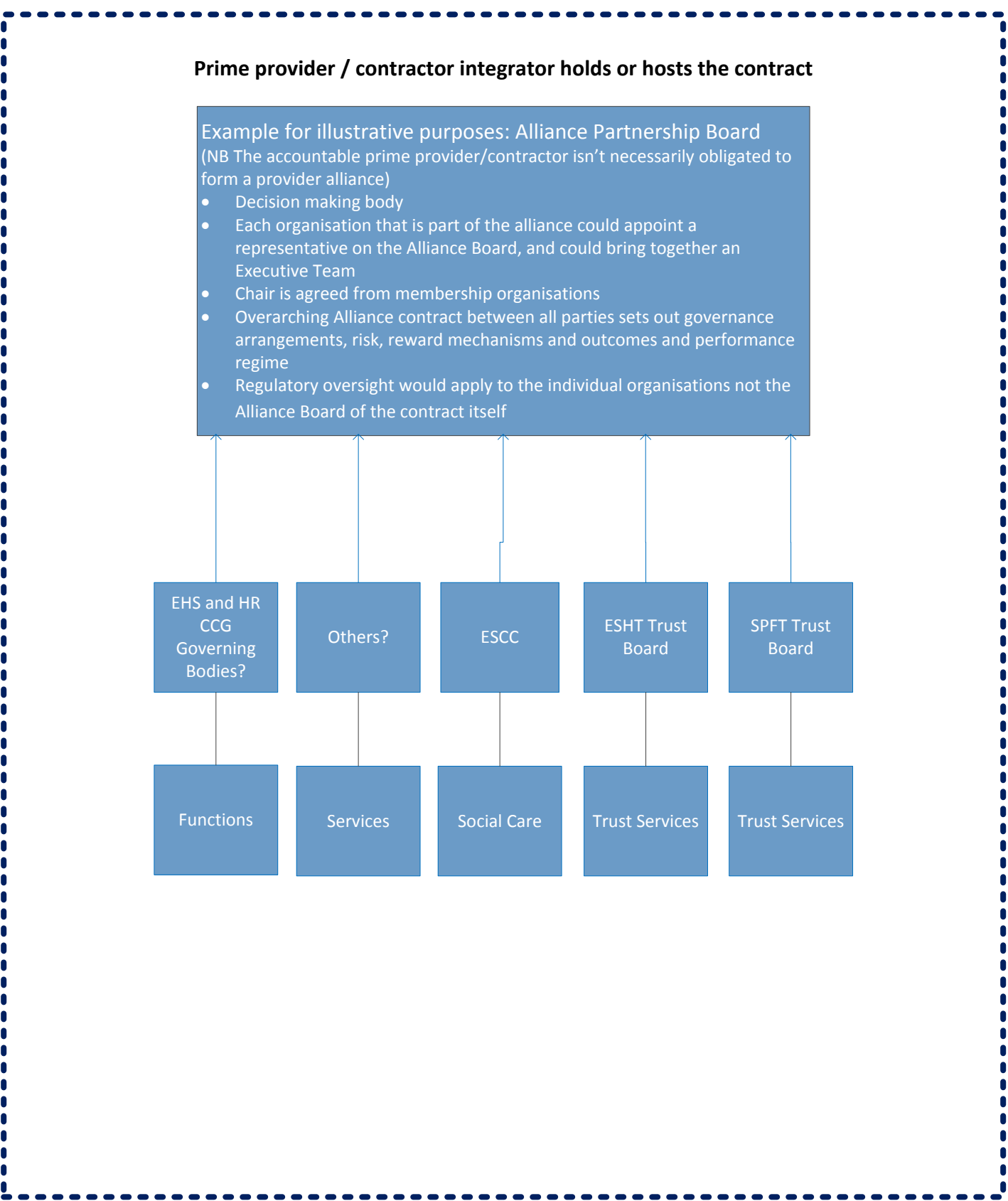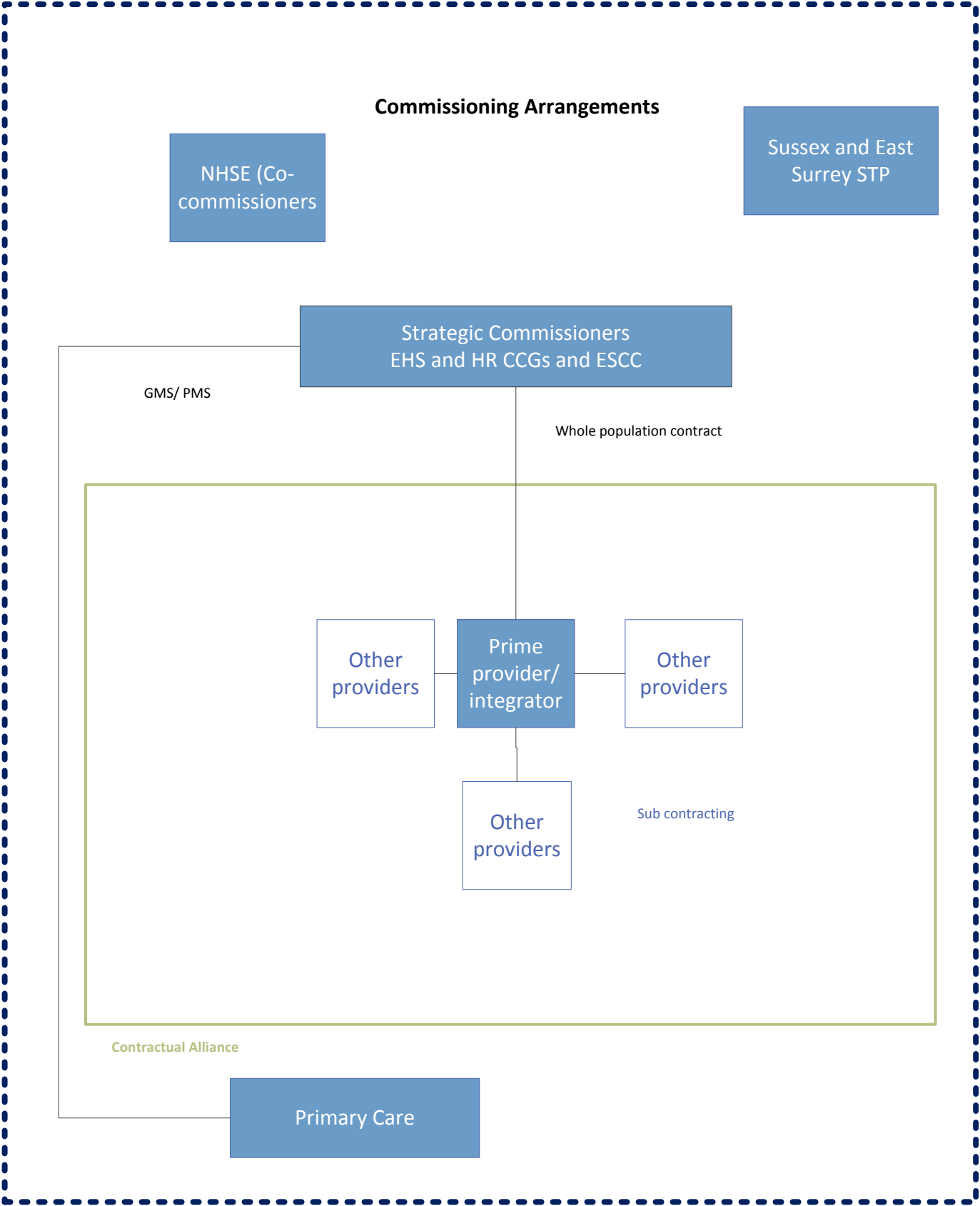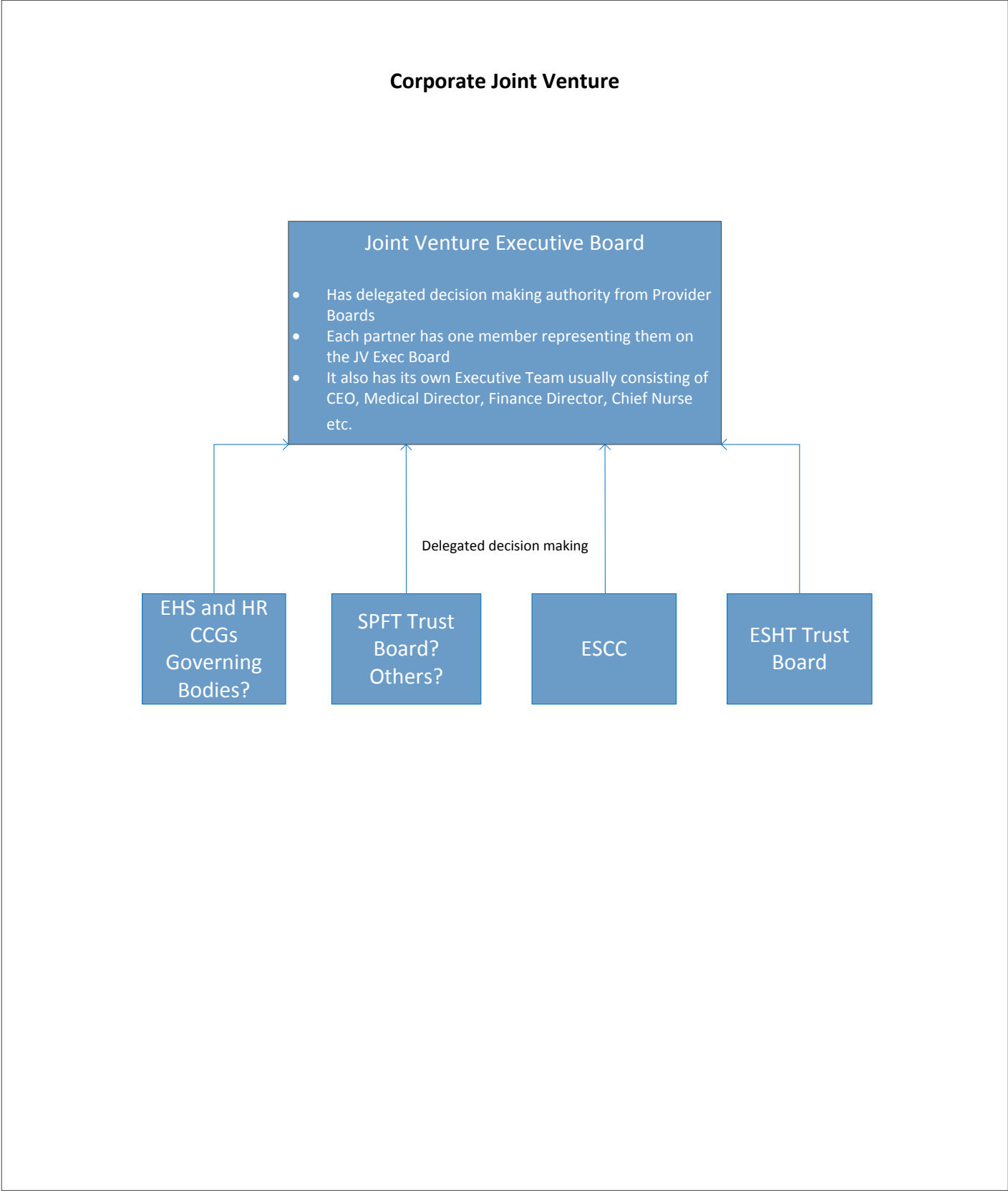**DRAFT FOR DISCUSSION Option 1: Prime provider / prime contractor 'integrator':**

Illustrative Governance Structure and Decision Making - this is not a definitive diagram but an illustration of how the governance might work based on our knowledge to date

Commissioning Arrangements

NHSE (Co-commissioners)

Sussex and East Surrey STP

Strategic Commissioners
EHS and HR CCGs and ESCC

GMS/ PMS

Whole population contract

Other providers

Prime provider/ integrator

Other providers

Other providers

Sub contracting

Contractual Alliance

Primary Care

Prime provider / contractor integrator holds or hosts the contract

Example for illustrative purposes: Alliance Partnership Board
(NB The accountable prime provider/contractor isn't necessarily obligated to form a provider alliance)
• Decision making body
• Each organisation that is part of the alliance could appoint a representative on the Alliance Board, and could bring together an Executive Team
• Chair is agreed from membership organisations
• Overarching Alliance contract between all parties sets out governance arrangements, risk, reward mechanisms and outcomes and performance regime
• Regulatory oversight would apply to the individual organisations not the Alliance Board of the contract itself

EHS and HR CCG Governing Bodies?

Others?

ESCC

ESHT Trust Board

SPFT Trust Board

Functions

Services

Social Care

Trust Services

Trust Services

DRAFT FOR DISCUSSION Option 2: Corporate Joint Venture
Illustrative Governance Structure and Decision Making - this is not a definitive diagram but
an illustration of how the governance might work based on our knowledge to date

Commissioning Arrangements

Sussex and East Surrey STP

NHSE (Co-commissioners)

Strategic Commissioners
EHS and HR CCGs and ESCC

Accountability chain

cashflow

SPFT?
Others?

ESHT

Joint Venture Corporate

- Articles of association
- Community Interest Statement

EHS and HR CCG?
(as provider?)

ESCC

cashflow

cashflow

Corporate Joint Venture

Joint Venture Executive Board

- Has delegated decision making authority from Provider Boards
- Each partner has one member representing them on the JV Exec Board
- It also has its own Executive Team usually consisting of CEO, Medical Director, Finance Director, Chief Nurse etc.

Delegated decision making

EHS and HR CCGs Governing Bodies?

SPFT Trust Board? Others?

ESCC

ESHT Trust Board

DRAFT FOR DISCUSSION Option 3: Contractual Commissioner Provider Alliance:

Illustrative Governance Structure and Decision Making - this is not a definitive diagram but

an illustration of how the governance might work based on our knowledge to date

Commissioning Arrangements

NHSE (Co-commissioners

Sussex and East Surrey STP

Strategic Commissioners
EHS and HR CCGs and ESCC

GMS/ PMS

NHS Standard Contract and social care contracts

ESHT

SPFT

Voluntary sector contracts

Social Care packages

Primary Care

Contractual Commissioner Provider Alliance

Commissioner Provider Contractual Alliance

Alliance Governing Board
- Decision making body
- Each organisation that is part of the alliance would be represented on the Alliance Board
- Independent Chair
- Overarching Alliance contract between all parties sets out governance arrangements, risk, reward mechanisms and outcomes and performance regime
- Regulatory oversight would apply to the individual organisations not the Alliance Board of the contract itself

EHS and HR CCG Governing Bodies

Others?

ESCC

ESHT Board

SPFT

Functions

Services

Social Care

Trust Services

Trust Services

DRAFT FOR DISCUSSION Option 4: New Health and Care NHS Trust:
Illustrative Governance Structure and Decision Making - this is not a definitive diagram but
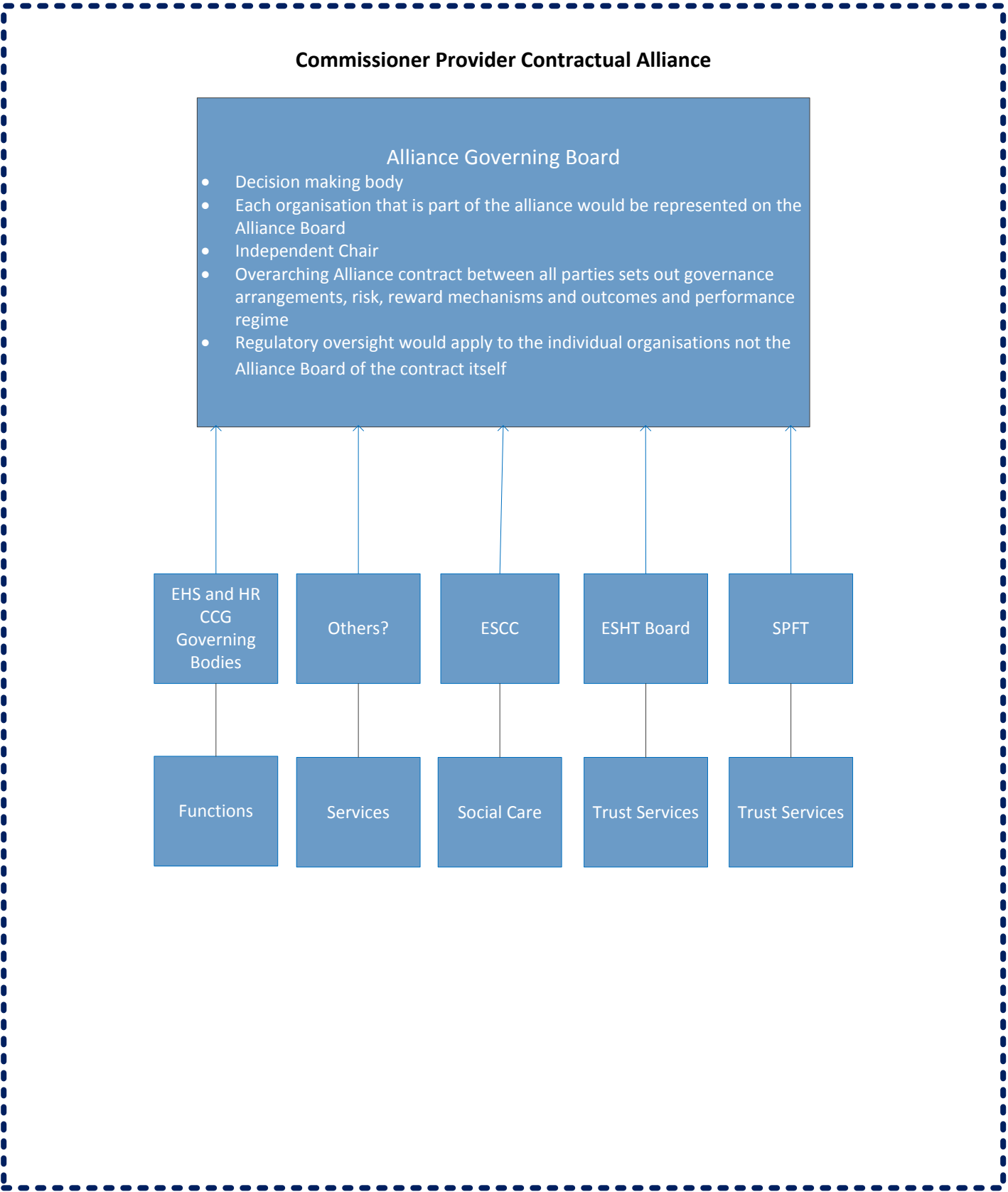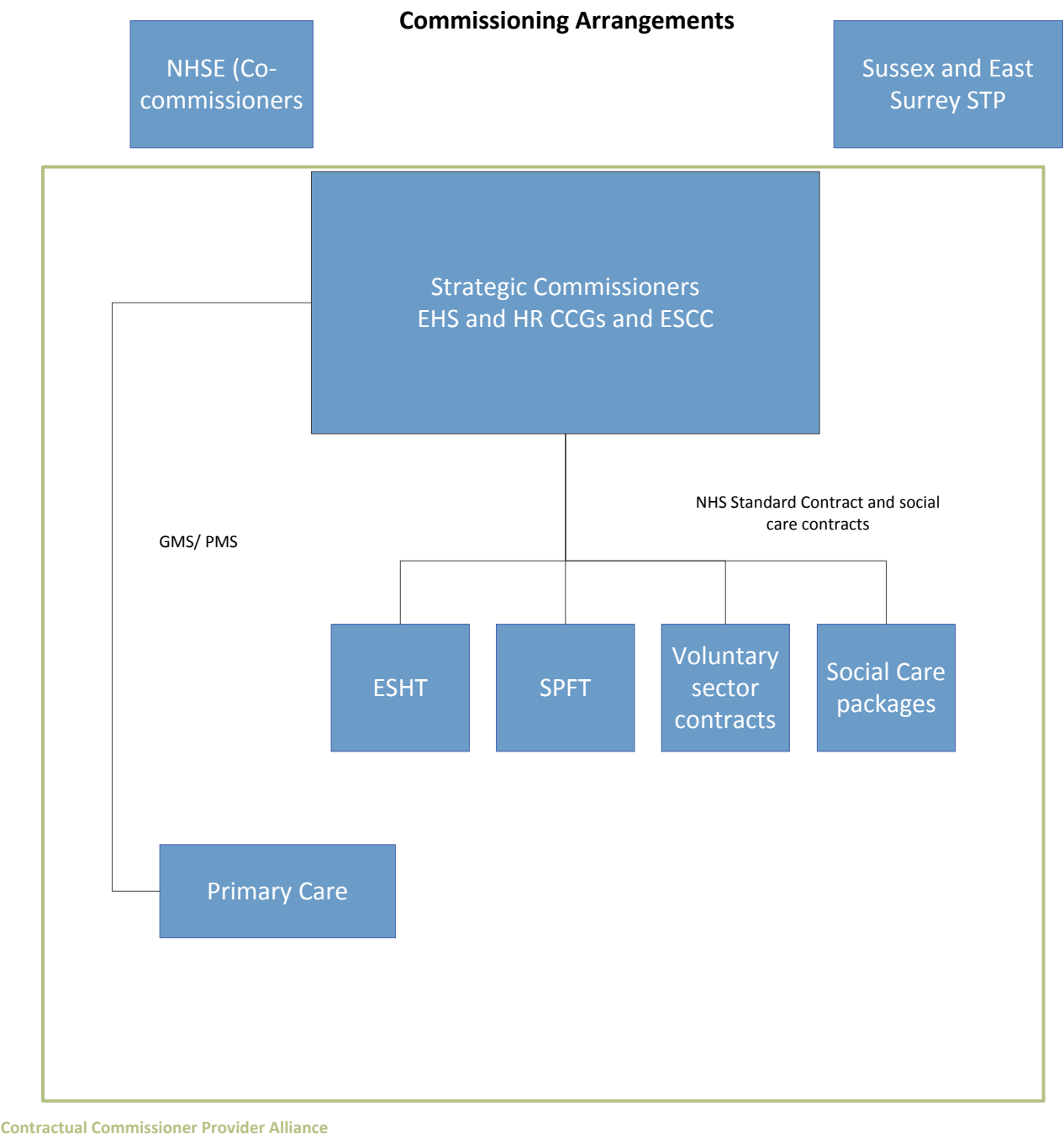an illustration of how the governance might work based on our knowledge to date

NHS Improvement and CQC
- Regulation and oversight

NB This illustrative and is based on examples emerging elsewhere in the UK. It is not a definitive model

Commissioning Arrangements

Sussex and East Surrey STP

NHS England (co-commissioning

Strategic Commissioners
EHS and HR CCGs and ESCC

Whole Population Contract

GMS contract

A 'Health and Care NHS Trust'

Tactical Commissioning with GPs (enhanced services), other NHS Trusts, SECamb, independent care organisations and voluntary organisations

Primary Care

Members
- Vote to elect Governors
- Two constituencies: public and staff
- Future electorate could be based around 6 Localities

Governors
- Public Governors
- Elected Governors representing Localities
- Out of ESBT area
- Staff Governors
- **Nominated Governors**
- GP Locality Leads
- Local Authority reps
- Others

Possible Non Executive Backgrounds
- Chair
- Primary Care
- Local Authority
- Mental Health
- Clinical
- Financial
- Strategic/ Business
- Workforce

Executive Directors
- CEO/ Finance Director/Chief Nurse/ GP
- Medical / Social Care/ Workforce
- Strategy / Corporate Affairs

- High degree of devolved autonomy
- Could be led by an Executive Chair (Clinical/ Practitioner)) who also sits on the main Board of Directors, supported by a Managing Director
- Run by an Executive Board?

A 'Health and Care NHS Trust'

Council Governors – illustrative example
- Holds Board to account
- Appoints the Chair and Non Executive Directors
- Approves significant transactions
- 51% elected by members (Public Governors that must be the majority and Staff Governors)
- 49% appointed (e.g. GP's, Local Authorities, Voluntary Sector etc.)

Board of Directors – illustrative example
- Key decision making body
- A mix of Non-Executives and Executive Directors
- Must be a majority of Non Executives (?)
- Statutory requirements for Executive Directors: Chief Executive (accountable officer) Finance Director, Chief Nurse, Medical Director
- Additional constitutional requirements could include Directors from a Primary Care and Social Care background
- Executive Directors can be a mix of voting and non voting Directors
- Statutory requirement for Non Executive Chair (NED)
- Additional constitutional requirement could include a Primary care NED, Social Care NED

Community
- Locality Teams
- ED & Ambulatory Care
- Urgent Care
- GP out of hours
- Out Patients
- Care Management
- Social care packages
- Residential care
- Primary Care in scope
- Mental Health
- Public Health

Cross-cutting functions
- Pathology
- Radiology
- Pharmacy
- Therapies
- Prevention

Inpatient Services
- Medical Admissions
- Surgical Admissions
- Critical Care and Theatres
- Emergency sites
- Inpatient psychiatric services
- Specialist services