

# Appendix C

## Programme Governance in the development of recommendations



**Securing  
sustainable  
NHS services**

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# Introduction

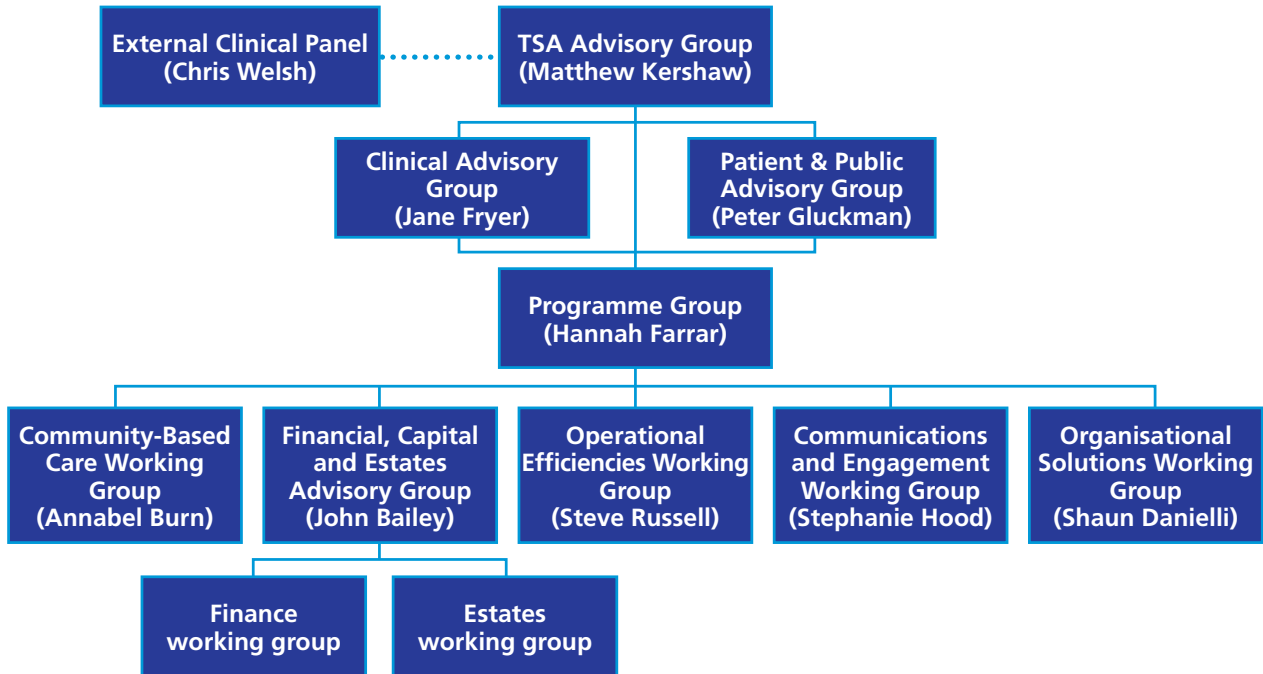
The organisation and governance arrangements to support the Trust Special Administrator were designed to reflect the two distinct phases of the Regime for Unsustainable Providers.

<b>Phase 1</b>	16 July – 29 October 2012	Development and publication of draft report
<b>Phase 2</b>	2 November - 7 January 2013	Consultation and engagement on recommendations detailed in draft report followed by development and publication of final report

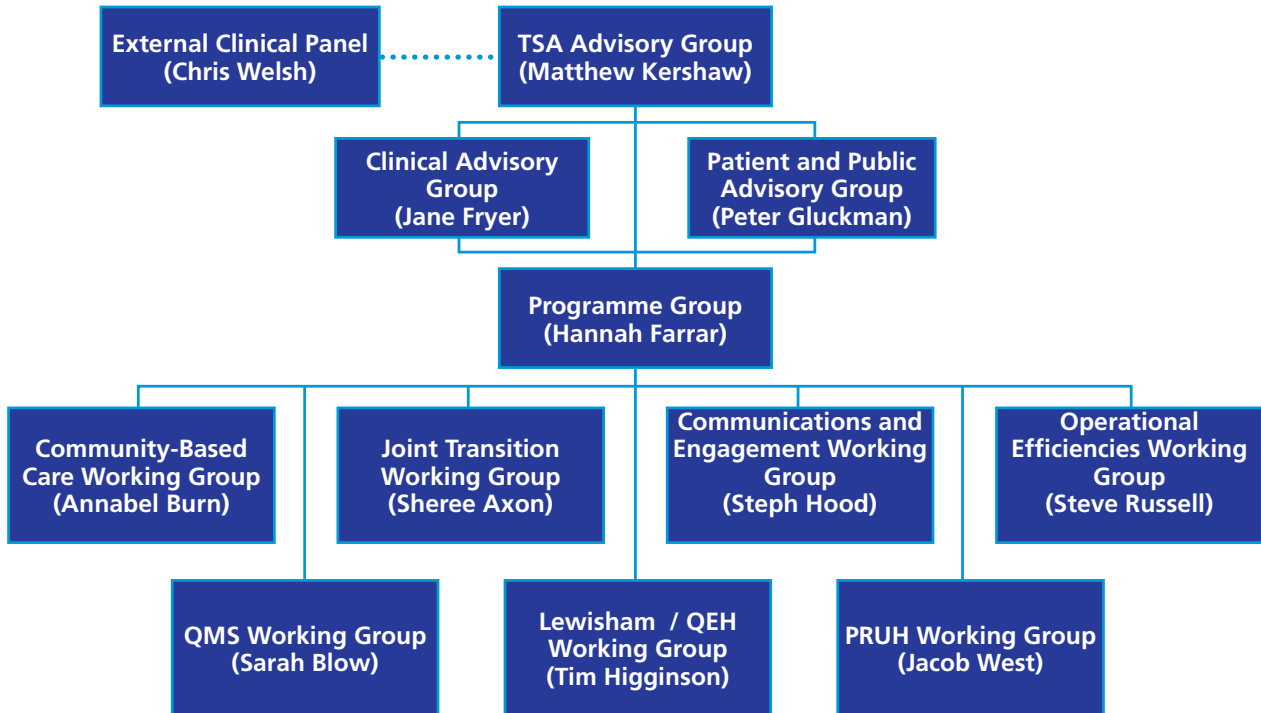
The focus of phase 1 was to develop a set of initial recommendations that would resolve the challenges faced by South London Healthcare NHS Trust. The advisory and working groups were instrumental in supporting the development of the potential recommendations across a range of issues and offering advice to the TSA.

During phase 2 the working and advisory groups were established to support the responses required during consultation, as well as facilitating further development of the recommendations and plans for to enable efficient implementation.

# Phase 1 governance and advisory group arrangements



## Phase 2 governance and advisory group arrangements



# TSA Advisory Group

## Pattern

Approximately 3-weekly

## Summary of Purpose

To advise the TSA on the robustness and openness on the development, evaluation and refinement of potential recommendations

## Members

TSA (chair)	Matthew Kershaw	Patient and Public Advisory Group Chair	Peter Gluckman
Strategic Advisor to TSA	Hannah Farrar	Communications and Engagement Working Group Chair	Stephanie Hood
NHS Bexley CCG Chair	Dr Howard Stoate	Medical Advisor to the TSA and Clinical Advisory Group Chair	Dr Jane Fryer
NHS Bromley CCG Chair	Dr Andrew Parson	NHS Greenwich CCG Chief Office and Community-based Care Working Group Chair	Annabel Burn
NHS Greenwich CCG representative	Dr Rebecca Rosen	Finance Capital and Estates Advisory Group Chair	John Bailey
NHS Lambeth CCG Chair	Dr Adrian McLachlan	Organisational Solutions Working Group Chair	Shaun Danielli
NHS Lewisham CCG Chair	Dr Helen Tattersfield		
NHS Southwark CCG Chair	Dr Amr Zeineldine		
SLHT Chief Operating Officer and Chair, Operations Working Group	Steve Russell	<b>In Attendance</b>	
NHS London Chief Executive Officer (CEO)	Ruth Carnall	Bexley Local Authority CEO	Will Tuckley
NHS Commissioning Board representative	Penny Emerit	Bromley Local Authority CEO	Doug Patterson
Oxleas NHS Foundation Trust CEO	Stephen Firn	Greenwich Local Authority CEO	Mary Ney
Lewisham Healthcare NHS Trust CEO	Tim Higginson	Lambeth Local Authority CEO	Derrick Anderson
Guys and St Thomas's NHS Foundation Trust CEO	Ron Kerr	Lewisham Local Authority CEO	Barry Quirk
Kings College Hospital Foundation Trust CEO	Tim Smart	Southwark Local Authority CEO	Eleanor Kelly
Dartford and Gravesham NHS Trust CEO	Susan Acott	Legal Advisor to the TSA	David Mason
NHS South East London CEO	Christina Craig		
Bromley Healthcare CEO	Jonathan Lewis		

# External Clinical Panel

## Pattern

Meetings clustered towards the end of each phase of the programme (i.e. three meetings in October and three in December) to allow for the panel to interrogate and shape emerging recommendations.

## Summary of Purpose

To provide clinical assurance and advice to the TSA, ensuring robust clinical proposals are developed and to make recommendations to the TSA

## Members

Medical Director at NHS Midlands and East and Health Education England Medical Director (Chair)	Mr Chris Welsh	<b>Ad hoc members invited where appropriate:</b>	
NHS London Medical Director and NHS Commission Board London Medical Director	Dr Andy Mitchell	Head of Policy at the Royal College of Midwives	Dr Sean O’Sullivan
National Director for Trauma Care	Prof Keith Willett	Strategic Maternity Advisor at NHS London	Margaret Richardson
London Clinical Commissioning Council Chair	Dr Howard Freeman	General Secretary of the Royal College of Midwives	Cathy Warwick
Homerton University NHS Foundation Trust Medical Director	Dr John Coakley	Kingston Hospital NHS Trust Medical Director	Miss Jane Wilson
NHS North East London and the City Director of Nursing and Quality and NHS Commissioning Board London Chief Nurse	Caroline Alexander	Imperial College Healthcare NHS Trust Director of Midwifery and Head of Nursing	Jacque Dunkley-Bent
NHS South of England (Central) Scientific Director	Chris Gibson	Royal College of Obstetricians and Gynaecologists London Regional Advisor	Mr Anthony Hollingwood
NHS London Allied Health Professionals Lead	Lesley Johnson		
Royal Free London NHS Foundation Trust Medical Director	Prof Stephen Powis	<b>Attendees:</b>	
London Deanery Director of Medical and Dental Education Commissioning	Dr Fiona Moss	Medical Advisor to the TSA and Clinical Advisory Group Chair	Dr Jane Fryer
NHS London Lead Scientist	Dr Fiona Carragher		
		<b>Ad hoc attendees invited where appropriate:</b>	
		Lewisham Healthcare NHS Trust Medical Director	Miss Jane Linsell
		Lewisham Healthcare NHS Trust Director of Operations and Nursing	Claire Champion
		Lewisham Healthcare NHS Trust Director of Business Planning and Development	Lynn Saunders

# Clinical Advisory Group

## Pattern

Approximately fortnightly

## Summary of Purpose

To advise the TSA on the clinical robustness of the process and robustness of development of clinical proposals as part of the TSA recommendations

## Members

Medical Advisor to the TSA and NHS South East London Medical Director (Chair)	Dr Jane Fryer	King's College Hospital NHS Foundation Trust Medical Director	Mr Mike Marrinan
NHS Bexley CCG Chair	Dr Howard Stoate	King's College Hospital NHS Foundation Trust Clinical Director for Trauma	Mr Rob Bentley
NHS Bromley CCG Chair	Dr Andrew Parson	King's College Hospital NHS Foundation Trust Deputy Medical Doctor	Dr TJ Lasoye
NHS Bromley CCG Chief Officer (Designate)	Dr Angela Bahn	Guy's and St Thomas' NHS Foundation Trust Medical Director	Dr Ian Abbs
NHS Greenwich CCG Chair	Dr Hany Wahba	Guy's and St Thomas' NHS Foundation Trust Chief Nurse and Director of Infection Prevention and Control	Eileen Sills
NHS Lambeth CCG Chair	Dr Adrian McLachlan	London Ambulance Service Medical Director	Dr Fiona Moore
NHS Lewisham CCG Chair	Dr Helen Tattersfield	Dartford and Gravesham NHS Trust Medical Director	Miss Annette Schreiner
NHS Southwark CCG Chair	Dr Amr Zeineldine	Oxleas NHS Foundation Trust Medical Director	Dr Ify Okocha
South London Healthcare NHS Trust Medical Director	Dr Chris Palin		
South London Healthcare NHS Trust Deputy CEO and Director of Nursing	Jennie Hall	<b>In Attendance</b>	
South London Healthcare NHS Trust Divisional Director Emergency Care and Specialist Medicine	Dr Liz Sawicka	Strategy Advisor to the TSA	Hannah Farrar
Lewisham Healthcare NHS Trust Medical Director	Miss Jane Linsell	Director, Office of the TSA	Shaun Danielli
Lewisham Healthcare NHS Trust Director of Operations and Nursing	Claire Champion	Consulting Programme Director	Penny Dash
Lewisham Healthcare NHS Trust Director of Clinical and Academic Strategy	Dr Gabrielle Kingsley	Office of the TSA	Katie Horrell
Bromley Healthcare Clinical Director	Andrew Hardman	Office of the TSA	Patrice Donnelly



# Patient and Public Advisory Group

## Pattern

Approximately monthly

## Summary of Purpose

To advise the TSA from a patient and public perspective on the development of the recommendations and the approach to consultation

## Members

Patient and Public Advisory Group Chair	Peter Gluckman
Bromley Local Involvement Network (LINK)	Angela Harris
Bexley LINK	Sandra Wakeford
Greenwich LINK	Sheila Freeman
Greenwich LINK	Francis Hook
Southwark LINK	Barry Silverman
Southwark LINK	Fiona Subotzky
Lambeth LINK	Nicola Kingston
Lambeth LINK	Aisling Duffy
Lewisham LINK	Val Fulcher
Lewisham LINK	Sally Nisbett
Lewisham Community Development Officer	Elaine Osborne
Southwark Engagement and Patient Sub Group representative	John King
South Greenwich Forum	Judy Smith
Bexley Patient Council	Ron Brewster
Bromley Patient and Public representative	Lyn Wheeler

# Programme Group

## Pattern

Weekly

## Summary of Purpose

To manage programme delivery in line with the scope, aims and timescales set out by the Order

## Members

Strategy Advisor to the TSA (Chair)	Hannah Farrar	<b>Ad hoc attendees invited as appropriate:</b>	
TSA	Matthew Kershaw	Stephen Moran	
Medical Advisor to the TSA and Clinical Advisory Group Chair	Dr Jane Fryer	Steve Quinlan	Richard Storer
Operational Efficiencies Working Group Chair	Steve Russell	Eoin Leydon	Charles Hooper
NHS South East London CEO	Christina Craig	Ian Devlin	Christian Norris
Director, Office of the TSA	Shaun Danielli	Praveen Sharma	Martin Marcus
Finance Advisor, Office of the TSA	John Bailey	Penny Mitchell	Bashir Arif
Communications Advisor, Office of the TSA	Stephanie Hood	Dominic Harris	Sharon Lamb
Associate Director, Office of the TSA	Emily Hough	Phil Lobb	Jamie Cuffe
Legal Advisor	David Mason	Lisa Goldstone	Patrice Donnelly
Consulting Programme Director	Penny Dash	Agnes Krygier	Katie Horrell
Programme Manager	Neil Beer	Charlie Paterson	Amy Darlington
Consulting workstream lead	David Meredith	Dominic Firth	John Drew
Consulting workstream lead	Altaf Kara	Alexandra Philpott	Nigel Durman

# Finance, Capital and Estates Advisory Group

## Pattern

Fortnightly

## Summary of Purpose

To advise the TSA on the development of recommendations in the areas of finance, capital and estates and the implications of potential recommendations on finance, capital and estates

## Members

Finance Advisor, Office of the TSA (Chair)	John Bailey	Lewisham Healthcare NHS Trust Estates Director	Keith Howard (co-opted)
Strategic Advisor to the TSA	Hannah Farrar	Oxleas NHS Foundation Trust Estates Director	Rachel Evans
Strategy Advisor, Office of the TSA	Dominic Harris	NHS London Head of Strategic Investment	Peter Brazel
South London Healthcare NHS Trust Finance Director	Rob Cooper	Bromley Healthcare Finance Director	Jacqui Scott
South London Healthcare NHS Trust Deputy Finance Director	Simon Worthington	Guy's and St Thomas' NHS Foundation Trust Finance Director	Martin Shaw
NHS Bexley CCG Chief Financial Officer (CFO)	Theresa Osborne	King's College Hospital NHS Foundation Trust Finance Director	Simon Taylor
NHS Bromley CCG CFO	Mark Cheung	Essentia Executive Director	Steve Maguire
NHS Greenwich CCG CFO	Chris Costa	Dartford and Gravesham NHS Trust Estates Director	Colin Gentile
NHS Lambeth CCG CFO	Christine Caton	South London Healthcare NHS Trust Estates Director	Jonathan Pearce
NHS Lewisham CCG CFO	Tony Reed		
NHS Southwark CCG CFO	Malcolm Hines		
Lewisham Healthcare NHS Trust Director of Finance	John Hennessey		
Oxleas NHS Foundation Trust Director of Finance	Ben Travis		
NHS South East London Director of Finance	Richard Chapman		
NHS South East London Estate Director	James Eaton		

# Community-Based Care Working Group

## Pattern

Fortnightly

## Summary of Purpose

To support Clinical Commissioning Groups in developing a Community-Based Care strategy that will inform the TSA recommendations for a robust and sustainable health economy in South East London

## Members

NHS Greenwich CCG Chief Officer (Designate)(Chair)	Annabel Burn	The work of this group was supported by a series of workshops which had a much wider attendance, including from:	
NHS Bexley CCG Chief Officer (Designate)	Sarah Blow	<b>Bexley</b> CCG Local Authority Care Trust	Community Nursing GPs GP practice managers
NHS Bromley CCG Chief Officer (Designate)	Dr Angela Bhan	<b>Bromley</b> CCG Local Authority Healthcare Trust	GPs GP practice managers
NHS Lambeth CCG Chief Officer (Designate)	Andrew Eyres	<b>Greenwich</b> CCG Local Authority Bexley & Greenwich Hospice	Community Nursing GPs GP practice managers
NHS Lewisham CCG Chief Officer (Designate)	Martin Wilkinson	<b>Lambeth</b> CCG Local Authority	Community Nursing GPs
NHS Southwark CCG Chief Officer (Designate)	Andrew Bland	<b>Lewisham</b> CCG Local Authority	Community Nursing
Medical Advisor to the TSA and Clinical Advisory Group Chair and NHS South East London Medical Director	Dr Jane Fryer	<b>Southwark</b> CCG Local Authority	Community Nursing GPs
NHS South East London Director of Primary Care	David Sturgeon		
NHS South East London CEO	Christina Craig		
Strategic Advisor to the TSA	Hannah Farrar		
GP representative on behalf of Helen Petterson	Dr Marc Rowland		
Associate Director Office of the TSA	Emily Hough		

## Ad hoc attendees invited as appropriate:

NHS Commissioning Board London Delivery Director (South)	Penny Emerit
NHS Commissioning Board London Head of Service Redesign (Out of Hospital Transformation)	Rachel Bartlett
Consulting Programme Director	Penny Dash
Consulting workstream lead	Stephen Moran

# Operational Efficiencies Working Group

## Pattern

Weekly

## Summary of Purpose

To identify and realise operational efficiency opportunities in South London Healthcare NHS Trust and support the development of TSA recommendations

## Members

South London Healthcare NHS Trust Chief Operating Officer (Chair)	Steve Russell
South London Healthcare NHS Trust Medical Director	Dr Chris Palin
South London Healthcare NHS Trust Finance Director	Rob Cooper
South London Healthcare NHS Trust Deputy CEO and Director of Nursing	Jennie Hall
South London Healthcare NHS Trust Director of Human Resources	Louise McKenzie
South London Healthcare NHS Trust Director of Communications	Carl Shoben
South London Healthcare NHS Trust Care Group Director for Medicine	Dr Liz Sawicka
Associate Director, Office of the TSA	Emily Hough
Consulting Workstream Lead	John Drew
Consulting Workstream Lead	Altaf Kara
External Support to the TSA	Lisa Goldstone
External Support to the TSA	Joseph Gottfried

# Communications and Engagement Working Group

## Pattern

Three-weekly

## Summary of Purpose

To advise the TSA on communications and engagement activity required to support the programme, including advice on communicating and engaging with a wide ranging audience of staff, stakeholders, patients and the public, and the development of a consultation plan and consultation materials

## Members

Director of Communications, Office of the TSA (Chair)	Stephanie Hood	Lewisham Healthcare NHS Trust, Head of Communications	David Cocke
London Borough of Bexley, Head of Communications	John Ferry	Lewisham Healthcare NHS Trust, Director of Knowledge, Governance and Communications	Joy Ellery
Assistant Director, Communications and Corporate Services, NHS Bexley CCG	Jon Winter	NHS South London Commissioning Support Unit, Director of Communications, Governance and Marketing	Oliver Lake
London Borough of Bromley, Corporate Communications	Susie Clark	London Ambulance Service, Head of Communications	Angie Patton
Bromley Healthcare, Communications and Marketing Lead	Paula Larder	NHS London, Director of Communications and Public Affairs	Stephen Webb
Dartford and Gravesham NHS Trust, Head of Communications	Glyn Oakley	NHS South East London, Deputy Director of Communications & Engagement	Yvette London
The Royal Borough of Greenwich, Head of Communications	Stuart Godfrey	Oxleas NHS Foundation Trust, Head of Communications	Russell Cartwright
Guy's and St Thomas' NHS Foundation Trust, Director of Communications	Anita Knowles	South London and Maudsley NHS Foundation Trust, Head of Communications	Dan Charlton
King's College Hospital NHS Foundation Trust, Director of Communications	Sally Lingard	South London Healthcare NHS Trust, Director of Communications	Carl Shoben
Lambeth Council, Director of Campaigns & Communications	Julian Ellerby	Southwark Council, Head of Communications	Robin Campbell
Lewisham Council, Head of Communications	Adrian Wardle	NHS Southwark CCG, Head of Communications and Engagement	Rosemary Watts

# Organisational Solutions Working Group

## Pattern

Fortnightly

### Summary of Purpose

This group worked to identify and evaluate potential organisational solutions that would support the implementation of the recommendations

### Members

Director, Office of the TSA (Chair)

Shaun Danielli

Strategy Advisor to the TSA

Hannah Farrar

Director of Communications, Office of the TSA

Stephanie Hood

NHS London Procurement Advisor

Kyn Aizlewood

Associate Director, Office of the TSA

Emily Hough

Strategy Advisor, Office of the TSA

Alexandra Philpott

TSA Programme strategic solutions workstream lead

David Meredith

Consulting workstream lead

Martin Marcus

Legal Advisor

Sharon Lamb

# Queen Mary's Hospital Sidcup Programme Board

## Pattern

Pre-established group that had an existing meeting schedule

## Summary of Purpose

To conduct due diligence on current activities on QMS and develop plans for transition to the proposed service model

## Members

Bexley CCG Chief Officer (Designate) (Chair)	Sarah Blow	Bromley CCG Chief Officer (Designate)	Dr Angela Bhan
Strategy Advisor to the TSA	Hannah Farrar	Bexley Local Authority CEO	Will Tuckley
Associate Director, Office of the TSA	Emily Hough	NHS South East London CEO	Christina Craig
Finance Lead, Office of the TSA	John Bailey	NHS London Head of Strategic Investment	Peter Brazel
Dartford and Gravesham NHS Trust Deputy CEO	Gerard Sammon	External advisor to NHS South East London	Nick Auer
Oxleas NHS Foundation Trust CEO	Stephen Firn	External advisor to NHS South East London	Ross Graves
Oxleas NHS Foundation Trust Director of Finance	Ben Travis		
Oxleas NHS Foundation Trust Deputy CEO and Director of Service Delivery	Helen Smith		
London Borough of Bexley Deputy Director of Neighbourhoods and Communities	Maureen Holkham		
South London Healthcare NHS Trust Acting Director Access and Queen Mary's Hospital site director	Clare Baldwin		



# Lewisham Healthcare Trust and Queen Elizabeth Hospital Working Group

## Pattern

Fortnightly meetings

## Summary of Purpose

To conduct due diligence on current activities and develop plans for transition to the proposed service model

## Members

Lewisham Healthcare NHS Trust Chief Executive (Chair)	Tim Higginson	Lewisham Healthcare NHS Trust Director of Clinical and Academic Strategy	Dr Gabrielle Kingsley
Strategy Advisor to the TSA	Hannah Farrar	Lewisham Healthcare NHS Trust Medical Director	Miss Jane Linsell
Transition lead, Office of the TSA	Sheree Axon	Lewisham Healthcare NHS Trust Director of Operations and Nursing	Claire Champion
Medical Advisor to the TSA	Dr Jane Fryer	Lewisham Healthcare NHS Trust Director of Business Development and Planning	Lynn Saunders
Finance advisor, Office of the TSA	John Bailey	South London Healthcare NHS Trust Chief Operating Officer	Steve Russell
Director, Office of the TSA	Shaun Danielli	South London Healthcare NHS Trust Medical Director	Dr Chris Palin
Lewisham Healthcare NHS Trust Finance Director	John Hennessey	South London Healthcare NHS Trust Clinical Director of Stroke Medicine	Dr David Sulch
South London Healthcare NHS Trust Finance Director	Rob Cooper	South London Healthcare NHS Trust Deputy Director of Finance	Simon Worthington

# King's College Hospital NHS Foundation Trust and Princess Royal University Hospital Working Group

## Pattern

Fortnightly meetings

## Summary of Purpose

Conduct due diligence on current activities and develop plans for transition to proposed acquisition of Princess Royal University Hospital by King's College Hospital NHS Foundation Trust

## Members

King's College Hospital NHS Foundation Trust Director of Strategy (Chair)	Jacob West	Finance Advisor, Office of the TSA	John Bailey
King's College Hospital NHS Foundation Trust Chief Operating Officer	Roland Sinker	South London Healthcare NHS Trust Medical Director	Dr Chris Palin
King's College Hospital NHS Foundation Trust Medical Director	Mr Mike Marrinan	South London Healthcare NHS Trust Deputy Director of Finance	Simon Worthington
King's College Hospital NHS Foundation Trust Project Director	Tony Johnson	Associate Director, Office of the TSA	Emily Hough
King's College Hospital NHS Foundation Trust Chief Financial Officer	Simon Taylor	King's College Hospital NHS Foundation Trust Human Resources Director	Angela Huxham
King's College Hospital NHS Foundation Trust Director of Nursing, Midwifery and Infection Control	Geraldine Walters	King's College Hospital NHS Foundation Trust Director of Corporate Affairs	Jane Walters
South London Healthcare NHS Trust Chief Operating Officer	Steve Russell	External advisor to King's College Hospital NHS Foundation Trust	Jane Walters
Strategy Advisor to the TSA	Hannah Farrar	Legal Advisor to the TSA	Sharon Lamb
Director, Office of the TSA	Shaun Danielli		

## Meetings of advisory groups

Clinical Advisory Group	TSA Advisory Group	External Clinical Panel	FCE Advisory Group	Patient and Public Advisory Group
25-Jul-12	08-Aug-12	11-Sep-12	30-Aug-12	14-Aug-12
08-Aug-12	05-Sep-12	01-Oct-12	30-Aug-12	29-Aug-12
29-Aug-12	19-Sep-12	15-Oct-12	27-Sep-12	13-Sep-12
05-Sep-12	02-Oct-12	22-Oct-12	04-Oct-12	03-Oct-12
19-Sep-12	17-Oct-12	06-Dec-12	04-Oct-12	22-Oct-12
26-Sep-12	17-Oct-12	12-Dec-12	25-Oct-12	22-Oct-12
03-Oct-12	21-Nov-12	18-Dec-12	25-Oct-12	04-Dec-12
10-Oct-12	12-Dec-12		23-Nov-12	
17-Oct-12	07-Jan-13			
31-Oct-12				
14-Nov-12				
28-Nov-12				