

**WRITTEN QUESTION TO THE MINISTER FOR HEALTH AND SOCIAL SERVICES
BY DEPUTY K.F. MOREL OF ST. LAWRENCE
ANSWER TO BE TABLED ON MONDAY 9th MARCH 2020**

Question

What 'Terms of Reference' have been provided to PWC for its work on the Jersey Care Model?

Answer

The contract we have with PWC contains the scope of services, timelines (for the role it is fulfilling) and all terms and conditions of service. The contract in its entirety serves as the terms of reference. We have jointly developed the attached terms of reference for each working group.

JCM Steering Group Terms of Reference



Area	Details
Purpose	<ul style="list-style-type: none">• The Steering Group is a forum for strategic leadership, direction and overall decision-making capability for the Jersey Care Model review programme of work, in the context of wider Health modernisation programmes• The role of the Steering Group is to provide senior level review and approval of deliverables, including sign off of the JCM review paper, as well as providing comment on the direction of the programme of work.• Following completion of the JCM review the Steering Group will continue to support the work towards implementation of the JCM.
Membership	<ul style="list-style-type: none">• Suggested members: Director General HCS, Modernisation Director, Group Managing Director HCS, Programme Manager, Group Medical Director HCS, HR Director HCS, Director Strategic Policy, Performance and Population, Finance Business Partner, Chair of Primary Care Body, Chief Nurse, Chief Pharmacist, Group Director Customer Operations Customer and Local Services, Occupational Therapy, Physiotherapy, External Partner Chair/CEOs (as appropriate)• Administrative support – TBC
Authority	<ul style="list-style-type: none">• Accountable and responsible to the Corporate Strategy Board for the conduct of its work• Authorised to direct the work of the Clinical and Professional Senate and JCM Workstream Pods
Decision making	<ul style="list-style-type: none">• Responsible for decisions about the direction of the JCM review programme of work• Responsible for the sign-off of deliverables, following the recommendations and review from the Clinical and Professional Senate
Chair	<ul style="list-style-type: none">• Caroline Landon
Reporting	<ul style="list-style-type: none">• Update in Corporate Strategy Board as requested
Meetings and Quorum	<ul style="list-style-type: none">• Monthly meetings January 2020 to April 2020. Meeting outcomes to feed Corporate Strategy Board updates, as requested• Will be deemed inquorate for decision making in the absence of the Director General HCS and Modernisation Director
Key responsibilities	<ul style="list-style-type: none">• Provide oversight and direct the work of the JCM review programme• Oversee all work and sign-off all outputs and recommendations included in the JCM review• Identify and uphold appropriate member attendances for key JCM review stakeholder engagement groups
Indicative agendas	<ul style="list-style-type: none">• Session 1 - Introduction to the programme and methodology; sign off of approach for JCM programme• Session 2 - Presentation of key emerging themes and discussions in Clinical and Professional Senate• Session 3 - Review of programme outputs and initial review of the draft JCM review paper



JCM Clinical and Professional Senate Terms of Reference

Area	Details
Purpose	<ul style="list-style-type: none">• The Clinical and Professional Senate is a forum for oversight and recommendations for the key activities of the JCM review, including the work of the JCM Workstream Pods between January 2020 and April 2020. The Clinical and Professional Senate will sign off of the framework used for assessment as well as the initial outputs from the JCM Workstream Pod and provide comment on any key outputs from the JCM review which are contrary to the original model proposed.• Following completion of the JCM review the Clinical and Professional Senate may continue to support the work towards implementation once the JCM review is complete.
Membership	<ul style="list-style-type: none">• Patrick Armstrong, Rose Naylor, Adrian Noon, Miguel Garcia, Cheryl Power, Isabelle Watson, Peter Gavey, Effie Liakopoulou, Simon Chapman, James Mair, Muktanshu Patil, Sam McManus, Paul McCabe, Lesley Hill, Susan Turnbull, Phil Terry• Administrative support – TBC
Authority	<ul style="list-style-type: none">• Accountable and responsible to the JCM steering/delivery group for the conduct of its work
Advisory	<ul style="list-style-type: none">• Responsible for providing recommendations about the direction of the JCM review and workstreams associated with the review.
Chair	<ul style="list-style-type: none">• Patrick Armstrong
Reporting	<ul style="list-style-type: none">• Update in JCM steering/delivery group as requested
Meetings and Quorum	<ul style="list-style-type: none">• Monthly meetings January 2020 to April 2020. Meeting outcomes to feed JCM steering/delivery group updates• Will be deemed inquorate for decision making in the absence of the Medical Director/ Chief Nurse
Key responsibilities	<ul style="list-style-type: none">• Provide oversight and direct the work of the JCM Workstream Pods• Oversee all work and approve all initial outputs, conclusions and recommendations in the JCM review• Identify and uphold appropriate member attendances for each Pod
Indicative agendas	<ul style="list-style-type: none">• Session 1 - Introduction to the programme and methodology; sign off of framework used for JCM review work• Session 2 - Presentation of emerging findings and progress for each JCM Workstream Pod• Session 3 - Review of initial draft JCM review outputs

JCM Workstream Pods Terms of Reference



Area	Details
Purpose	<ul style="list-style-type: none"> JCM Workstream Pods will provide insight and engagement throughout the testing of proposed JCM changes against a framework for ease of implementation and feasibility. This will include identifying interdependencies and reviewing against best practice. Following completion of the JCM review the JCM Workstream Pods can be transitioned to support system transformation across the workstream areas
Membership	<ul style="list-style-type: none"> Key clinical stakeholders, Clinical lead, Finance & Analytics lead, Workforce Lead, States of Jersey (SoJ) member PwC: JCM review lead, Modelling Lead, Functional Brief Lead Administrative support
Chairs	<ul style="list-style-type: none"> TBC
Reporting	<ul style="list-style-type: none"> Monthly reporting to the Clinical and Professional Senate Reports will be used to inform Clinical and Professional Senate decision making and JCM steering/delivery group updates
Meetings & Quorum	<ul style="list-style-type: none"> Two meetings for each workstream between January 2020-March 2020 Will be deemed inquorate in the absence of Clinical lead, Finance & Analytics lead and Workforce Lead
Key responsibilities	<ul style="list-style-type: none"> To drive forward work in JCM workstream areas To agree impact rating of interventions based on framework for validity and best practice To review data and analysis on changes proposed in the JCM. Identify interdependencies with other workstreams and review against best practice examples
Indicative agendas	<ul style="list-style-type: none"> Focus Group 1: Introduce JCM testing approach, review JCM changes, test against the framework for validity and best practice, agree further analysis required Focus Group 2: present data analysis, review and test against best practice examples, identify dependencies with other workstreams

Technical group terms of reference



Aim

The main aim is to help facilitate between members of the group the analytical requirements of the Jersey Care Model review and Our Hospital programme, including; the sharing of information, agreement on the scope and direction, and to discuss analysis and findings.

Objectives

The objectives of the Technical working group are:

1. To discuss the scope of analytics and modelling work required by the programme and agree direction
2. To facilitate the sharing of national and local datasets, and discuss timelines for delivery
3. To facilitate the sharing of GoJ analytical models as required by the project
4. To review and validate assumptions used within the modelling
5. To review relevant analytical outputs/models produced by the consultants and discuss their interpretations
6. To discuss relevant blocks to progress and other issues (analytics/other)

The Technical Group will be responsible for the following

1. Work collaboratively with members of the GoJ, PwC and MJM to ensure successful results of the programme
2. Review and sign off the analytical approach used for the Jersey Care Model review analysis
3. Review and sign off analytical outputs produced for the Jersey Care Model review
4. Review and sign off the model specification document for the Our Hospital demand and capacity modelling
5. Review and sign off all assumptions used in the demand and capacity modelling
6. Review and sign off demand and capacity model outputs

Accountability

The Technical Group will be shared between the JCM review and the Our Hospital programme and is accountable to the Steering Groups for both programmes.

Membership

Members are selected for their expertise and experience, even when they may be affiliated to specific stakeholder groups. As such, they are appointed as individuals to fulfil their role on the Technical Group.

Position

Group Managing Director for HCS
Medical Director
General Manager, Mental Health
Chief Nurse, HCS
Senior Informatics Analyst
Head of Finance Business Partnering
Finance Business Partner
Finance Business Partner, HCS
HR Director
Chief Social Worker
Deputy Director Primary & Community Pathways
Governance and Performance Analyst
Informatics Manager
PwC Partner
PwC Consultants

*Additional persons may also attend this meeting as and when required to meet the overall objectives of the programme

Members have a responsibility to attend the meetings in person or via teleconferencing arrangements, with appropriate frequency.

Each member has the duty to provide expert input on topics related to their discipline areas to the best of their knowledge and ability, and to make the Technical Group aware of the full range of opinions within their discipline. Members are also expected to contribute towards the collective determination of the view on matters outside their specific area of expertise.