

To: NMCN Clinical Leads and Managers

Date 4 April 2011
Your ref
Our ref E24-1/papers/110125 Letter re standardisation

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Dear Colleagues

STANDARDISATION OF PROCESSES FOR NATIONAL MANAGED CLINICAL NETWORKS

Many of you will be aware that NSD is required by SGHD and NHS Boards to review National Managed Clinical Networks every 3-5 years to assess whether continuing designation is required. In 2009/10, NSD conducted a detailed review of nine of the National Managed Clinical Networks. A key finding was that there were inconsistencies in NSD's approach to performance management of different networks, and the review identified a need to ensure consistency, and more integrated working between NMCNs and NSD.

Some of the inconsistencies which were identified were:-

- Different methods of developing and agreeing annual NMCN work plans
- Different wording within Service Agreements
- Different demands for information – for example in relation to mid year reports
- Different use of terminology.

NSD appreciates this feedback, and the staff in NSD who work with NMCNs met to agree how best to address these issues and develop standardised processes. This letter sets out the first steps we plan to introduce towards ensuring a consistent approach to the performance management of NMCNs. These are:

1. Introduction of a common timeline / annual cycle for all NMCNs (see attached).
2. Consistent implementation of the revised reporting template circulated in 2010 – leading to a common format for NMCN Annual Reports.
3. A common approach to agreeing the annual NMCN work plan – involving the agreement of a restricted number of (say 3-5) key objectives for the NMCN, at the start of each year, on which NSD would subsequently assess the NMCNs performance. (In contrast to current, often long and detailed, work plans all of which may not be achieved in a single year.)
4. Developing standardised templates for NSD/NMCN Service Agreements, and NSD/Network Office Service Agreements, to ensure consistency.
5. Introducing a requirement for a short “Red/ Amber /Green” mid year report, in the same format as used in the new Annual Report template, for all NMCNs.
6. Standardising the format and agendas for mid year/forward planning meetings.

We believe that the timeline outlined in Appendix 1, and shown graphically in Appendix 2, will provide networks with improved clarity on what is expected from them on an annual basis. We consider that it



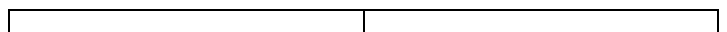
should allow networks to plan activity, should assist in managing deadlines and in engaging with key stakeholders including planners. The timeline will also be helpful for NSD as it will assist with the standardisation in governance arrangements for nationally commissioned networks.

The timeline moves work plan development to an earlier point in the annual cycle. It is hoped that this will be beneficial to both NSD and the networks. This will provide a clearer focus to the performance management of the network, and will assist in developing and agreeing new service agreements and objectives going forward.

Should you wish to discuss this further please do not hesitate to contact your main programme manager contact in NSD.

Yours sincerely

Mrs Deirdre Evans
Director
National Services Division

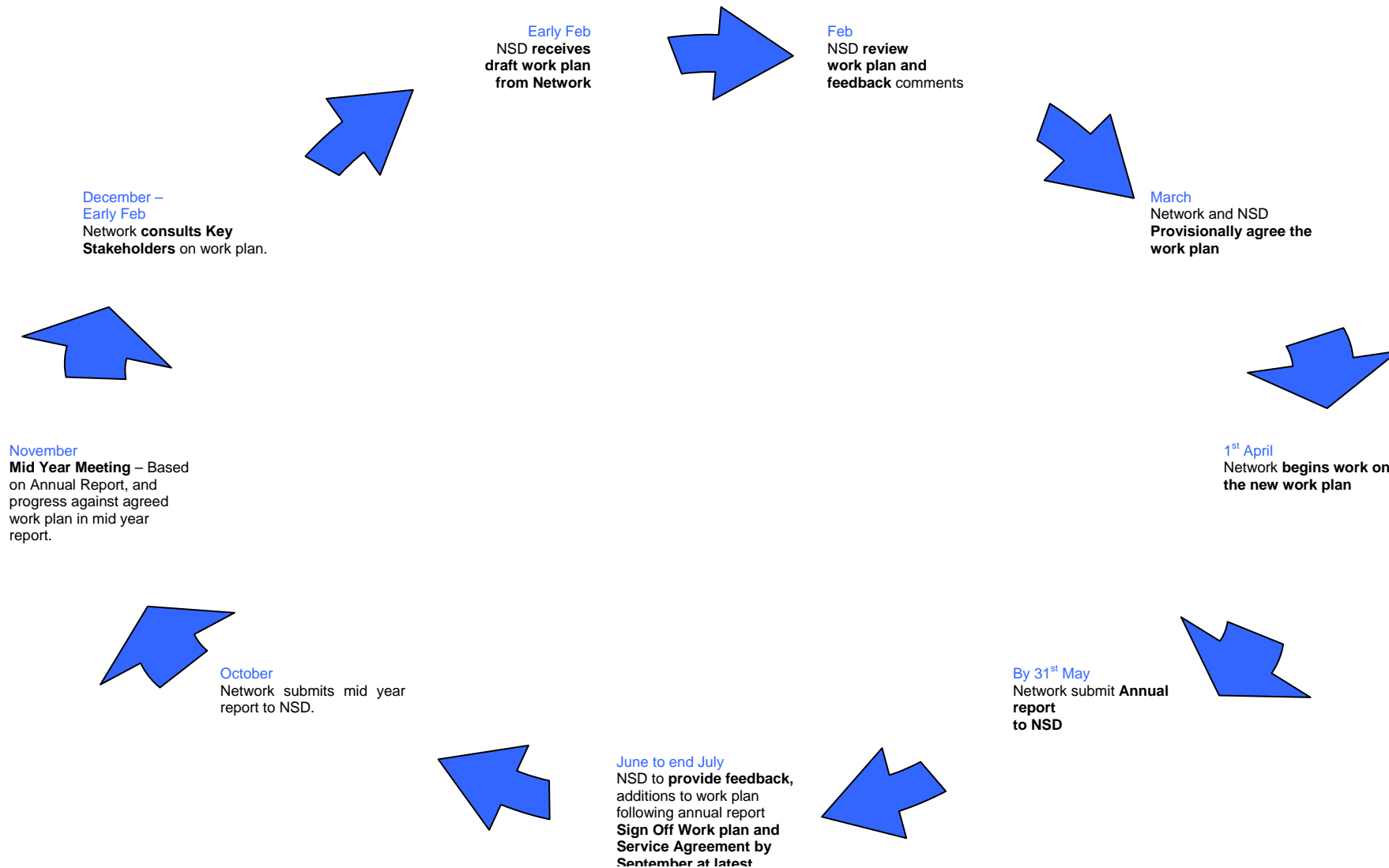


Timeline

The timeline described below, and shown graphically in appendix 2, was developed by NSD staff with responsibility for NMCNs with an aim of ensuring a consistent approach:-

- Early Feb – **An initial / draft work plan to be submitted to NSD** for next financial year by the NMCN setting out the key 3-5 objectives which the network plans to achieve within that year.
- Feb – NSD will review the proposed objectives, in the light of: the resources available to the NMCN; progress towards the original aims of the network; achievements; current issues; and feedback comments to the network. If required, the Executive Group and members of the NMCN will be invited to consider NSD's comments, revise the proposed work plan and re-submit it to NSD.
- March – Once objectives are agreed, NSD will provisionally endorse the work plan for the following year and will incorporate the agreed objectives in a draft Service Agreement for the year ahead.
- 1st April – Network begins implementation of the work plan.
- By 31st May – **Annual report to be submitted to NSD** by NMCN in the format set out in NSD 2010 guidance on Annual Reports. Within the Annual Report, the network should report on performance against the agreed objectives for the previous year, highlighting achievements, and any issues with non-completion of agreed annual objectives. The NMCN may propose changes to the work plan in the light of the end year position.
- June/July – NSD will consider the report and will provide feedback to the network on any issues which they feel, in light of the Annual Report, should be included as changes, or additional objectives, in the work plan. The network will be invited to consider and discuss the proposed changes and to work closely with NSD to achieve final sign-off.
- By end Sept– Service agreement to be adapted if required, formally agreed and signed off.
- 31st October – **Mid Year Report to be submitted to NSD** by NMCN on progress against agreed work plan in first 6 months (April – end September). Report should be brief and set out as in the Red/Amber/Green section of the Annual Report. Networks are welcome to provide any supporting information which they deem relevant. Financial information should also be included, as required by the Service Agreement, recognising that financial information for networks supported by a network office will be included within the main office report.
- By end Nov– **Mid Year Meeting** between NSD and the network lead clinician, network manager, administrator, and regional network office manager (if appropriate) at which progress against the previous year's objectives, and the current year's work plan will be discussed.
- Dec/Jan– Network to circulate current work plan, and updated progress report to its key stakeholders for feedback. This should include NHS planners and local managers in addition to internal and external stakeholders. The feedback will be used to inform the development of the draft work plan for the following year.

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Director Deirdre Evans

NHS National Services Scotland is the common name of the Common Services Agency for the Scottish Health Service.