



Healthcare Financial Management Association (HFMA)

Audit Conference: Enabling long-term thinking across the NHS

16 March 2023, 14.20 – 15.00
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About the Good Governance Institute

A market leading governance and leadership consultancy with a specialism in healthcare

A genuinely unique, values-led, organisation, part **consultancy, academy and institute**

Our roots are from within the **NHS**, but we have been working independently since 2009

A mission to help create a **fairer, better world** by supporting those who run the organisations

A **UK wide reputation** and with national and international networks

We take a **principle driven approach** defined by King IV's meaningful outcomes methodology

Behind some of the **seminal governance and leadership publications** of the last decade



Some of our clients – recent work includes support for 18 ICSs



Agenda

- Introduction
- Factors driving short-term thinking
- National observations – ICB challenges
- Key themes for streamlining governance
- How audit colleagues can promote best practices

1. In your organisations, what are the barriers to focusing on improving health and wellbeing outcomes and reducing inequalities?
2. During audits, what indicators do you use to show how your organisations are addressing the ICS aims?



The mother of all storms

- Political and economic instability
- Cost-of-living crisis
- Lingering pandemic
- Record waiting lists
- Record staff shortages and strikes
- Budgets eroded by inflation and threatened by further cuts
- Multiplicity of NHS England (NHSE) targets focused on near-term operational improvements, with few if any addressing the ICS aims

National observations – ICB challenges

Dimension	Challenges
Strategic focus	<ul style="list-style-type: none">• Limited time being spent in public board meetings on strategy items• Considerable operational detail and reporting• Agendas have few items that are forward looking or horizon scanning
Systems working	<ul style="list-style-type: none">• Preponderance of traditional healthcare items• Limited consideration of social and economic development or broader determinants
Impact and added value	<ul style="list-style-type: none">• Strategic priorities and intended impacts are in development• Focus on outputs and process
Assurance	<ul style="list-style-type: none">• Duplication between Board, committees, partnership and management groups and partner organisations• Board Assurance Frameworks are developing and don't yet drive agendas
Discussion and decision making	<ul style="list-style-type: none">• Considerable variation in the way boards are operating, some are demonstrating constructive challenge and informed and evidence based decisions, others have some way to go

Key themes for streamlining governance

For ICB boards

- Make time: start modelling future behaviours now
- Accelerate learning: board boot camp

For ICB organisations

- Don't overcomplicate – keep things simple
- Don't overextend or duplicate activities (best) done elsewhere
- Address bottlenecks: streamline governance and ensure it supports new (system) ways of working

How audit colleagues can promote best practices

- **ICS aims:** Seek evidence of how well governance aligns with the ICS aims, e.g. within annual board and committee self-assessment/ reviews
- **BAFs:** Ensure board assurance frameworks (BAFs) are system-oriented, strategic and used effectively
- **Audit programmes:** Ensure internal audit programmes help the development of
 - ICBs as a system convenor
 - Provider collaboratives
 - Robust population health management (PHM), agreed across the system (e.g. across ICBs and trusts)
- **Engagement:** Engage with other committee chairs across the system
- **Lean governance:** Encourage lean principles, e.g. reducing the number of meetings and time spent on assurance, which improves assurance grip and saves time/ costs



Thank you

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