

Shaping Our Future Transformation Board Meeting in Public

Minutes of the meeting held on Tuesday 19 December 2017, 2.00pm to 4.00pm in Trelawny, New County Hall, Truro

Present:

(KK)	Kate Kennally (Chair)	Chief Executive, Cornwall Council
(CB)	Chris Blong	Vice Chair, Kernow CCG
(KB)	Kathy Byrne	SOF System Leader & Chief Executive, Royal Cornwall Hospital
(IC)	Dr Iain Chorlton	Chair, SOF Clinical Practitioner Cabinet
(AD)	Cllr Adrian Davis	Representative from the Council of the Isles of Scilly
(SH)	Cllr Sally Hawken	Portfolio Holder, Children and Wellbeing, Cornwall Council
(JK)	Jonathan Katz	Chair, Kernow Health Community Interest Company (CIC)
(Tlee)	Tracey Lee	SOF Programme Director
(Tleij)	Theo Leijser	Chief Executive, Council of the Isles of Scilly
(PM)	Dr Peter Merrin	Chair, Cornwall & IOS Local Medical Committee

In Attendance:

(MS)	Margaret Schwarz	Vice Chair, Cornwall Partnership Trust (for Barbara Vann)
(JW)	Jody Wilson	Healthwatch Cornwall (for Amanda Stratford)
(CV)	Caroline Vinnicombe	Notetaker, PMO Support Officer

In Attendance for Specific Agenda Items:

Simon Bolitho	<i>Item 3b</i>	Deputy Chief Finance Officer, NHS Kernow
Judith Dean	<i>Items 4a/4b</i>	System Transformation Director
Lou Farbus	<i>Item 6a</i>	Head of Stakeholder Relations and Engagement
Karen Kay	<i>Item 4b</i>	Urgent and Emergency Care Executive Lead
Sally Turner	<i>Item 6b</i>	Chair, Citizen Advisory Panel

Apologies:

Kevin Baber	Chief Operating Officer, Plymouth Hospitals Trust
Phil Confue	Chief Executive, Cornwall Partnership Foundation NHS Trust
Trevor Doughty	Strategic Director, Children, Families & Adults, Cornwall Council
Amanda Fisk	Director of Assurance & Delivery, NHSE (South West)
Francis Gillen	Director IM&T and Nominated Representative, SWAST
Nick Hayden	Head of SOF Programme Management Office
Thomas Lafferty	Director of Corporate Affairs, Royal Cornwall Hospitals Trust
Jim McKenna	Chair, Royal Cornwall Hospitals Trust
Jackie Pendleton	Chief Officer, Kernow CCG
Christina Quinn	Director, NHS SW Leadership Academy
Cllr Rob Rotchell	Portfolio Holder, Adults, Cornwall Council
Karl Simkins	SOF Director of Finance
Amanda Stratford	Representative from Cornwall Healthwatch
Dr Barbara Vann	Chair, Cornwall Partnership NHS Foundation Trust

No	Item Discussion	Action	Action By
1.	<p>Apologies for Absence and Welcome</p> <p>The Chair welcomed the first Transformation Board Meeting in Public and also welcomed Sally Turner, Chair of the Citizen Advisory Panel to the meeting. All Board members introduced themselves.</p> <p>The apologies for absence were noted.</p>		

No	Item Discussion	Action	Action By
2.	<p>Minutes and Actions of the Previous Meeting – September 2017</p> <p>The minutes of the September 2017 meeting were approved. Approved minutes of the Transformation Board are available on the Shaping our Future website (www.shapingourfuture.info).</p> <p>Action Updates</p> <ul style="list-style-type: none"> ▪ <i>A24 – Stakeholder Map</i> – the development of a Stakeholder Map is being supported by NHS England and will be presented in the first instance to the Portfolio Board. ▪ <i>A30 – Mental Health & Learning Disabilities integration into SOF Work Streams</i> – it was noted that a detailed update had been provided and this would be appended to the minutes (see page 12). Tlee reported on the work underway developing the new model of care and enhancing strategic partnerships. It is recognised that there is more structure in place at this time to embed mental health within the SOF work streams, and it is the intention to have the same level of focus for learning disabilities. The Chair added that the recent SEND inspection highlighted the needs for the transition of young adults from children services into adult services. Therefore, it was agreed to keep this action open pending the Transformation Board being assured that this work is complete in respect of learning disabilities. ▪ <i>A41 – National STP Dashboard</i> – there has been no formal feedback from the National Team to the feedback from the Transformation Board. The Board await the next iteration of the National Dashboard to see whether the proposed suggestions have influenced the data being published. For closure on action grid. ▪ <i>A49 – Isles of Scilly representation on SOF Leadership Forum</i> – Tleij confirmed that the proposed Isles of Scilly membership for the Leadership Forum provides appropriate democratic input. For closure on action grid. 	A30i	Jon Price
3a.	<p>Programme Director’s Highlight Report</p> <p>Tlee provided a summary of the Highlight Report:</p> <ul style="list-style-type: none"> ▪ <i>Resourcing</i> – whilst there have been challenges to securing the transformative capacity to take forward the SOF work streams, additional finance support and analytical expertise has been secured. National funding for a strategic communications post has also been secured until 2019. This is recognised as a critical post. 		

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	<ul style="list-style-type: none"> ▪ <i>Mid-year review of all SOF programmes</i> – capacity challenges were also highlighted during the mid-year review exercise. Following the mid-year review, the decision was taken to defer the third round of co-production to allow sufficient time to reflect and respond to the round one and two discussions and to provide the opportunity to meet with localities and community network panels in order to better understand the aspirations and needs of local communities. ▪ <i>NHSE Stock Take</i> – a meeting took place on 18 October involving NHS England representatives and senior colleagues from the Cornwall STP to review plans and progress, and identify further support requirements. It was recognised that the most challenging discussions related to the in-year financial position. <p>With regard to the programme status, Tlee reported on those work streams currently rated Red:</p> <ul style="list-style-type: none"> ▪ <i>Pre Consultation Business Case (PCBC) and Integrated Care in the Community</i> – there are capacity challenges due to individuals being responsible both for operational delivery and SoF planning. Work is underway to re-align capacity to take forward this work stream at pace. ▪ <i>Pathways</i> – the establishment of a Planned Care Board will give enhanced focus to pathways and other non-urgent care work streams. ▪ <i>Outpatients</i> – this work stream is now being taking forward with primary care leadership, noting that benchmarking data suggests this is an area where there is significant potential for improved productivity. ▪ <i>Specialist and Vulnerable Services</i> – a work stream update will be reported to the Portfolio Board in January 2018, noting that this is now under the leadership of Phil Confue. ▪ <i>IM&T</i> – Steve Trowell, Head of Digital Developments at NHS England is on secondment into the SOF team and his influence and input is already having a positive impact. Action: Transformation Board to receive a presentation on digital transformation priorities. <p>KB commented that the NHS England stocktake session complimented the mid-year review conducted by the PMO, and whilst the regulators feel progress is slower than anticipated, they continue to be supportive. The additional senior financial support should enable future planning to now move forward quickly. The Chair added that it will be important that the focus is on where improvements can be made, through new models of care, for better service provision and patient outcomes.</p>	A58	Steve Trowell

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	<p>CB questioned when the SOF Clinical Director would be in post, given the importance of such a role. KB advised that pending final discussions, the SOF Clinical Director would be in post in January and details would be communicated as soon as able.</p> <p>Tlee noted that the risks were addressed by agenda items.</p> <p>The Transformation Board RECEIVED the Programme Director's Highlight Report.</p>		
<p>3b.</p>	<p>Financial Report</p> <p>The Chair welcomed Simon Bolitho, Deputy Chief Finance Office, NHS Kernow to the meeting.</p> <p>Mr Bolitho provided a summary of the Month 7 position for the health and social care partner organisations, set against a backdrop of a challenging year with significant savings targets. It was noted that the overall financial position is slightly off plan at Month 7, with the year-end forecast still broadly on plan, although there are pressures within the acute sector due to current activity demand levels.</p> <p>Mr Bolitho reported that all reasonable actions must be taken to control spend to be able to demonstrate delivery against the financial objectives, and to set the tone for 2018/19 and beyond.</p> <p>NHS England and NHS Improvement are now meeting jointly with NHS organisations with a view to a session taking place early in the New Year to review the 2017/18 position and identify the actions to achieve the best possible financial position and how to look forward into 2018/19.</p> <p>All NHS organisations have received and endorsed a paper setting out the approach to preparing a three year financial plan to restore financial balance in Cornwall and to provide sustained services in the future. Work is underway to jointly prepare the three year financial plan, moving away from the existing contractual framework. IC commented that this does not resolve the historic debt, and therefore, clinical redesign and change will be critical to financial improvement in the long term.</p> <p>The Transformation Board noted that the SOF budget for 2017/18 is underspent due to the inability to secure some support capacity in year.</p> <p>The Transformation Board RECEIVED the financial report.</p>		

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3c.	<p>Local STP Performance Report (September 2017)</p> <p>The STP Performance Report has been developed locally with input from partner organisations to provide oversight of these metrics and drive through required improvements, with escalation being reported through to the Transformation Board where traction is not being achieved.</p> <p>The high level summary covers a broad range of system wide indicators, broadly in four categories:</p> <ul style="list-style-type: none"> ▪ <i>Urgent Care</i> – Patient flow remains challenging, despite recent improvements in Delayed Transfers of Care. It was noted that the new integrated 111 and out of hours service went live at the beginning of the month; ▪ <i>Planned Care</i> – access to stroke units improved, RTT performance deteriorating; ▪ <i>Mental Health and Community</i> – some performance metrics are below national standards; ▪ <i>Social Care</i> – rate of delays has improved. <p>IC welcomed sight of the local performance dashboard in recognising the system priorities and providing assurance that teams are focused on these priorities.</p> <p>CB suggested including a couple of prevention metrics in the dashboard. It was noted that public health had advised on the inclusion of relevant metrics sensitive enough to quarterly monitoring.</p> <p>Tlei echoed the comments welcoming this performance report, commenting that there is a lot of red on the dashboard. In this regard, it was noted that the metrics provide strong evidence of the case for change.</p> <p>Whilst the national performance requirements are not yet known for 2018/19, there may be decisions required to balance the speed of financial recovery versus the delivery of some key metric targets. The Chair commented that there is NHS England funding available for performing well organisations.</p> <p>The Transformation Board RECEIVED the STP Local Performance Dashboard, noting this report will be presented quarterly.</p>		
4a.	<p>Mobilisation Plan – Shadow Accountable Care System (ACS)</p> <p>The Chair introduced Judith Dean, System Transformation Director.</p>		

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	<p>By way of background, Ms Dean reported that there are significant challenges for CI&OS to meet financial and quality targets driven by lack of integration between health and social care. This is where an <i>Accountable Care System (ACS)</i> would help. The vision is to work towards an integrated system with shared responsibility for the care of local people. A small <i>integrated strategic commissioning</i> function will understand the needs of the people of Cornwall and set priorities accordingly.</p> <p>An <i>Accountable Care Partnership (ACP)</i> will bring together the existing network of provider organisations to deliver services for Cornwall, and to tackle the fragmentation in the current system.</p> <p>The ACS design will require a lot of detailed work and therefore the proposal is to use 2018/19 as a 'shadow' year, commencing on 1 April, with review gateways in June and September. In this shadow year the existing statutory frameworks will remain, with parties working together as if a single system, in partnership and across organisational boundaries, testing the proof of concept and fine tuning the model. JD noted that April 2019 is an aspiration, not an absolute deadline to move fully into ACS working.</p> <p>Work is underway to embed system leadership, develop the business case for the strategic commissioning preferred option, and develop a shadow ACP board.</p> <p>KB spoke of feedback from the Scrutiny Panel this morning, observing that the word "Accountable" refers to being accountable to each other and to the local population. The health and social care organisations need to work together to be able to care for the population of Cornwall. The Chair added that having social care sitting alongside the NHS more closely is an important way forward.</p> <p>The Chair spoke of form following function and that the Transformation Board will be seeking assurance from the gateway reviews to ensure that the improvements being put in place are making a difference to patient care and patient outcomes.</p> <p>The Transformation Board RECEIVED the mobilisation plan for the Shadow Accountable Care System.</p>		
4b.	<p>Critical Path for Developing Model of Care</p> <p>The Chair welcomed Karen Kay, Urgent and Emergency Care Executive Lead to the meeting.</p> <p>Ms Kay spoke of the work underway to develop the model of care, noting early evidence of the benefits of working together on delayed transfers of care. She noted however that significant redesigning of services is needed as there are still a large number of people in inappropriate care settings.</p>		

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	<p>The model of care work is identifying clearer place based care models and specifications. Through the co-production events there is a richness of data, views and ideas on locality issues, challenges and ambitions.</p> <p>Sally Turner, Chair of the Citizen Advisory Panel, asked for assurance that appropriate care is being provided to the patients discharged to their own homes for their home care/onward care assessments to be completed in their home rather than in hospital. Ms Kay gave assurance that local guidance and best practice is being followed and reported that patients are being followed up with direct telephone calls.</p> <p>The Transformation Board RECEIVED the critical path for developing the model of care.</p>		
4c.	<p>Revised System Governance Arrangements</p> <p>Tlee reported on the proposed changes to the system governance arrangements which mark a move towards shadow ACS arrangements, align with the new Chief Officer system leadership roles, and agreed system priorities and provide an opportunity to streamline regulatory assurance processes.</p> <p>The report proposes a change of the Transformation Board to a System Assurance Group with an independent chair, and meetings to continue to be held in public.</p> <p>CB spoke of NED and Lay Member representation being an important factor for all boards and groups. Tlee confirmed that it is intended that the Shadow ACP Board will have NED members.</p> <p>The Transformation Board ENDORSED the revised governance arrangements.</p>		
5.	<p>Adult Social Care Update</p> <p>The Transformation Board noted the report provided.</p> <p>The Chair drew attention to the positive work between NHS Kernow and the Home Care and Residential Care Services, with closer working arrangements following the Overview & Scrutiny Committee proposal for a single buyer of services. Work has also taken place to implement Unison's ethical care principles, with the minimum wage for the domiciliary carers being agreed which will attract staff into these key roles. This work will ensure that staff are being paid fairly and have effective employment terms and conditions and training opportunities.</p>		

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	<p>The Chair reported on the recruitment of a Director of Adult Social Care for Cornwall with Helen Charlesworth-May taking up post in the Spring. This role will be accountable to the Chief Executive of Cornwall Council and will work closely with the SOF System Leader to drive through improvements and changes. Trevor Doughty will be Director of Children Services.</p> <p>The Chair also reported that Cornwall Council is out to consult on its four year budget, with plans to increase the adult social care precept to 3% of council tax, with 1% the following year, to enable significant demand pressures within adult social care to be managed. The council has also committed to an extra 8% investment.</p> <p>The Transformation Board RECEIVED the adult social care report and NOTED the update.</p>		
6a.	<p>Update on Shaping our Future Engagement Programme</p> <p>The Chair introduced Lou Farbus, Head of Stakeholder Relations and Engagement.</p> <p>Ms Farbus referenced the Shaping Our Future website, commenting that there is a lot of information available, including the outputs of the first and second wave of co-production engagement events.</p> <p>The co-production events have engaged with experts in service delivery and the voluntary sector and it has become apparent that placed based care needs to differ across localities. Ms Farbus reported that the SOF engagement process is responsive.</p> <p>The wave three co-production events are being scheduled for February 2018, and the data sets are being prepared currently to support those events.</p> <p>The Transformation Board RECEIVED the update on the engagement programme to date.</p>		
6b.	<p>Update from Citizen Advisory Panel (CAP)</p> <p>The Chair introduced Sally Turner, Chair of the Citizen Advisory Panel.</p> <p>Ms Turner spoke of the CAP coming into existence after originally being called the Patient Advisory Group. There are eight lay members on the panel who are involved in other patient participation groups. The panel is actively involved in the co-production events and the website material.</p>		

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	<p>Communication is the big message. Ms Turner spoke of the need for the general public to be informed of the Shaping Our Future work and the good work that is being taken forward.</p> <p>IC spoke of the same conversations taking place at the Clinical Practitioner Cabinet about sharing good news, good practice and encouraging leadership from the bottom up.</p> <p>The Transformation Board RECEIVED the verbal update from the Chair of the Citizen Advisory Panel.</p>		
6c.	<p>Reflections from Healthwatch</p> <p>The Chair introduced Jody Wilson from Healthwatch Cornwall.</p> <p>Ms Wilson spoke of Healthwatch staff and volunteers attending the co-production events to observe and provide feedback to the SOF team after each event. A summary of that feedback was provided:</p> <ul style="list-style-type: none"> ▪ 1st Wave Events <ul style="list-style-type: none"> - Positives – well attended, good presentations, good level of locality information. - Areas for improvement – health sector dominated, people sat with people they knew, insufficient voluntary organisations, variable standard of facilitation. ▪ 2nd Wave Events <ul style="list-style-type: none"> - Positives – encouraged to sit with people not known to you, more consistent table facilitation. Locality information sent out in advance. - Areas for improvement: – some events had less attendance, absence of social care providers. <p>Ms Wilson raised concern regarding the vacuum of public information available and the changing timescales. It is important to release the right messages quickly and to give information as to where members of public can ask questions. Communicating more effectively will dispel myths and suspicions.</p> <p>Tlee commented on the lack of capacity within the communications team, and whilst in the interim a communications hub has been established with organisational communication teams working together, more needs to be done to improve communication overall. The website development has been key to getting information available publically and a recruitment process is underway for a Strategic Communications Lead.</p>		

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	<p>Ms Farbus noted that work is underway to ensure the use of clear plain English communication and easy read versions of long documents, alongside the production of videos to help communicate the important messages in an easy to understand manner.</p> <p>The Transformation Board RECEIVED the Healthwatch update.</p>		
6d.	<p>Transformation Board Meetings in Public: Protocol</p> <p>The report detailed the proposed protocol for meetings in public, which includes the process for submitting questions.</p> <p>The Transformation Board ENDORSED the Protocol and requested public questions to be at the start of the agenda.</p>		
7.	<p>Cornwall and Isles of Scilly SOF System Leadership Forum</p> <p>The report detailed the proposed establishment of a SOF System Leadership Forum, the purpose of which is to build trust and understanding across statutory organisations. The membership would be NHS boards, councillors and primary care colleagues.</p> <p>In additional, the report detailed the established of a SOF Stakeholder Forum, the purpose of which is to provide briefings ahead of key milestones to ensure wider engagement.</p> <p>The Transformation Board ENDORSED the proposals to establish a SOF System Leadership Forum and a SOF Stakeholder Forum.</p>		
8.	<p>Strategic Case for Devolution</p> <p>Tlee presented an update on the status of the strategic care for health and care devolution.</p> <p>In order to have the strongest strategic case, external challenge on the emerging case was commissioned and has been very beneficial in the development of proposals.</p> <p>This detail is being worked up for discussions with Treasury following a re-alignment of the timescale with the critical timeline for model of care and ACS developments. A number of deliverables were agreed at Portfolio Board as indicative of having made progress at system level ahead of devolution, including:</p> <ul style="list-style-type: none"> ▪ Three year financial strategy agreed locally. ▪ Business case for Shadow ACS developed for sign off. ▪ Model of care blueprint developed and agreed. ▪ Warning Notice at RCHT lifted by the CQC. 		

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	<p>Devolution can play an important role in the transformation of care locally.</p> <p>The Transformation Board ENDORSED the revised indicative timeframe for the development of the strategic case and NOTED the conditions that are to be met before proceeding with formal engagement with external parties.</p>		
9.	<p>Care Quality Commission: Place Based Review</p> <p>The report provides assurance on the system response to the recommendations sets out by the Care Quality Commission in their recently published system wide report.</p> <p>KB reported that the CQC Review was undertaken back in April. The system has made enormous use of the report which has helped to focus activities at a system level. This report is welcomed and the level of commitment from the regulators to help to address the issues is very helpful, and underlines the necessity of working together more effectively.</p> <p>The Chair drew particular attention to the recommendation regarding ‘the need to refocus on the experience of people moving between services and those who need ongoing support’ and commented on working closely with Healthwatch colleagues to drive forward improvements.</p> <p>The Transformation Board RECEIVED the Place Based Review report, NOTING the response to the recommendations and the plans for oversight and future reporting.</p>		
10.	<p>Any Other Business</p> <p>In noting previous discussions where the Transformation Board will change to the System Assurance Group with an independent Chair for future meetings, thanks were conveyed to Kate Kennally for chairing the Transformation Board so well through its developmental period.</p>		
11.	<p>Date of Next Meeting: To be Quarterly from April 2018</p>		

Appendix:

Update for Action Log No A30 – *Mental Health & Learning Disabilities integration into SOF Work Streams*

Update on the integration of MH and LD to SOF work stream

- All Shaping our Future (SoF) and Transforming Adult Social Care (TASC) programme work stream groups will contain, or have direct reference to practitioners with expertise in Learning Disabilities and Mental Health. (This should already apply to MH – see Sept action.)
- Learning Disabilities and Mental Health Partnership Boards will be directly involved in future rounds of engagement around the programmes. Discussions are underway with Healthwatch to work up an approach to meaningful engagement with people with LD, MH and their carers.
- Work to co-design generalist services under SoF and TASC will prioritise 'parity of esteem' for people with mental ill health and people with Learning Disabilities. (Emphasis on this is being embedded into work on Integrated Locality approaches and Urgent Care.)
- Work is underway to redesign and re-specify specialist Mental Health services under the Mental Health Section 75 agreement (between CC, NHSK CCG and CFT). Emergent SoF visionary work re. community models of care (etc.) will be central to the new MH S75.
- Work is underway on a regional basis to ensure that specialist LD commissioning is consistent across authorities in the south west.
- In future, integrated commissioning arrangements will be more coherent and 'joined up'. All of the above-detailed generalist and specialist intentions for services will be underpinned by a framework of outcomes, the delivery of which will be overseen by the strategic commissioning function of the ACS. The Integrated Commissioning Partnership (ICP) will translate these outcomes into service deliverables, and ensure (for example) that there is parity of esteem in this delivery for people with LD and MH, and that crucial elements such as Housing are part of the overall health, care and wellbeing commissioning picture. (The move to 'shadow' arrangements in April 2018 will ensure that this focus is improved.)

Jonathan Price, Service Director Adult Transformation and Commissioning

Children, Families & Adults Directorate
Cornwall Council