

MINUTES OF THE NCL STP PROGRAMME DELIVERY BOARD
15:00-17:00 on Monday 11 December 2017
Room 10.10-10.11, 5 Pancras Square, London, N1C 4AG

Members	Role and job title	Attended	Deputy sent	Apologies
Helen Pettersen (HP)	STP Convenor (Chair) and SRO Lead for CCGs	✓		
Charlotte Pomery (CP)	SRO Children and Young People Workstream; Assistant Director for Commissioning Haringey Council	✓		
David Stout (DSt)	STP Senior Programme Director	✓		
Dawn Wakeling (DW)	Deputy SRO Estates Workstream; Strategic Director, Adults, Communities and Health, Barnet Council	✓		
Jo Sauvage (JS)	STP Co-Clinical Lead; Chair Islington CCG			✓
Julie Billett (JB)	SRO Prevention Workstream; Director of Public Health, Camden and Islington	✓		
Kathy Pritchard-Jones (KPJ)	SRO Cancer Workstream; CMO UCLH Cancer Collaborative	✓		
Marcel Levi (ML)	SRO Planned Care Workstream; Chief Executive, UCLH			✓
Martin Pratt	Executive Director support People, Camden Council			✓
Mike Cooke (MC)	Vice Chair and SRO Lead for Local Authorities; CEO Camden Council			✓
Paul Jenkins (PJ)	SRO Mental Health Workstream; CEO T&P FT	✓		
Paul Trevethick (PT)	GP Federation Representative			✓
Rachel Lissauer (RL)	SRO Maternity Workstream; Acting Director of Commissioning, Haringey CCG	✓		
Ray James (RJ)	Director Social Services Representative; Director Health, Housing & Adult Social Care (Enfield)			✓
Richard Jennings (RJ)	STP Co-Clinical Lead; Co-SRO Planned Care Workstream; Medical Director, Whittington Health NHS Trust			✓
Sarah Mansuralli	SRO Urgent & Emergency Care Workstream; Local Executive Director, Camden CCG	✓		
Simon Goodwin (SG)	Chief Financial Officer, North Central London CCGs	✓		
Maria Kane (MK)	SRO Workforce Workstream; CEO BEH	✓		
Sir David Sloman (DSI)	SRO Digital Workstream; Vice Chair and SRO Lead for Providers; CEO Royal Free London NHS Foundation Trust	✓		

Tim Jaggard (TJ)	SRO Productivity Workstream; Finance Director UCLH	✓		
Tony Hoolaghan	SRO Care Closer to Home Workstream; COO Islington and Haringey CCGs	✓		
Will Huxter	Director of Strategy, NCL CCGs	✓		
Charlie Davie	Managing Director, UCLPartners	✓		

Attendees	Job Title	Reason for attendance
Richard Dale	Head of Programme Management	PMO support
Ceri Jacobs	DCO NHS England	Attendee
Kevin Monteith	STP PMO	PMO Support
David Stout	Senior Programme Director	PMO

No.	Agenda Item	Action owner
1.0	GENERAL BUSINESS	
1.1	Welcome and Apologies	
	Helen Pettersen (HP) welcomed everyone to the meeting. Introductions were made and apologies noted. The meeting was QUORATE.	
1.2	Review of minutes from the previous meeting	
	The minutes from the last meeting held on 14 November 2017 were reviewed and agreed without amendment.	
1.3	Review of action log	
	The actions from the last meeting held on 14 November 2017 were reviewed. There was one outstanding action relating to Social Care finance representatives that WH agreed to follow up with Mike Cooke as he was not present to provide an update.	
1.5	New Declarations of interest	
	There were no new declarations of interest.	
2.0	2017/18 Delivery	
2.1	Workstream SRO Updates HP invited those SROs present to provide an update on respective workstreams with the exception of Maternity, Prevention and UEC whose refreshed delivery plans were covered later on the agenda. The following updates were provided: Digital : David Sloman <ul style="list-style-type: none"> Geraldine Wingfield-Hill, Programme Director for digital has now started; Work continues to focus on the 2 priorities; 	

	<ul style="list-style-type: none"> • Currently mapping digital investment across as sector organisations, which is significant; and • Reference to UCLPartners digital work and links with work going on in CSUs – aim is to develop a single source of business intelligence for providers and commissioners. <p>Workforce: Maria Kane</p> <ul style="list-style-type: none"> • Several committee meetings have happened including LWAB • Testing out recruitment plans moving to a common approach in January 18 • Nursing apprenticeships happening across London • HEE workforce strategy published. Community Mental Health, Podiatry and Learning Disability challenging areas • Cancer workforce strategy recently published • With regards the exception report relating to primary care retention. Agreed that this should remain part of the workstream workplan. <p>Estates: Simon Goodwin</p> <ul style="list-style-type: none"> • Reference to the recent London Devolution agreement and the role of the London Estates Board and that this now formalises what was happening in shadow form • Hope is that this will help to galvanise London-wide plans <p>Planned Care: David Stout on behalf of Marcel Levi</p> <ul style="list-style-type: none"> • Reference to the large number of PIDs that have been developed with 10 delivery groups containing propositions for change <p>Provider Productivity and Service Sustainability: David Stout</p> <ul style="list-style-type: none"> • Confirmation that finance leads now identified for each initiative • The provider CEO group will have oversight of this work • Work going with Medicines Optimisation – invest to save proposals now approved • NCL CIP workshop arranged <p>There was some discussion about how UCLP can support this work in terms of the evidence base and that linking in relation to the planned workshop would be beneficial. David Stout updated the Board on his area of focus after Xmas and that this would be his last PDB as he was handing over his work to others including Tim Jaggard.</p> <p>HCC2H: Tony Hoolaghan</p> <ul style="list-style-type: none"> • CC2H Board meeting last Friday. New governance arrangements now in place and feels better. Work continuing on the PIDs. • CHINs and QISTs progressing well. QISTs focusing on diabetes • Deep dive planned for January on access and there is a need to do better on digital. 	
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	<ul style="list-style-type: none"> • UCLP and Dartmouth supporting work on partnership working and Yogi Amin supporting also • Workshop on Primary Care later this week focused on developing a new Primary Care Strategy which will set out a vision for Primary Care at scale across NCL <p>ACTION: It was agreed that the work on the Primary Care Strategy should be presented at the January PDB meeting</p> <p>Mental Health: Paul Jenkins</p> <ul style="list-style-type: none"> • Feedback from the NHSE/I deep-dive noted – generally positive feedback • Updated on the opening of the female PICU and the perinatal community service now live also • Governance arrangements also reviewed and working better • Refocusing the work programme with a key focus on acute care • Mental Health workforce plan to be ready by end of December • BEH and C&I bid for winter monies <p>Children & Young People: Charlotte Pomery</p> <ul style="list-style-type: none"> • Programme manager now appointed • Programme Board meeting this week. PID emerging and dependency mapping continues • Working with HLP on a workshop <p>Cancer: Kathy Pritchard-Jones</p> <ul style="list-style-type: none"> • Focus on achieving the 62 Day target • 18/19 funding to be announced early next year • 2 biggest challenges are the Vanguard funding and workforce 	<p>TH</p>
<p>2.2</p>	<p>STP Month 7 Finance Report</p> <p>Simon Goodwin (SG) introduced the month 7 finance report drawing attention to the detail in the executive summary and highlighted the year to date adverse variance to plan of £26.6m. Anticipating that this will worsen as QIPPs are underachieving and delivery plans are slipping. TJ commented that next year would be important in terms of what will be delivered. There were some reflections on the contracting and planning process, which is still quite transactional with some comparisons made to the approach last year and the role of the CEOs as system leaders. The changes in leadership roles were acknowledged and it was agreed that there should be a leadership summit in January to focus on the challenges re delivery in 18/19 and to resolve any outstanding issues regarding the contract round.</p> <p>WH confirmed that he was preparing some detail on the top 5-6 priorities with significant transformational impact with a view to concentrating on a small number of these priorities and doing them well.</p> <p>ACTION: A leadership summit to be organised for the end of January 2018</p>	<p>WH/PMO</p>



3.0	Planning for 2018/19	
3.1	<p>Refreshed Delivery Plans</p> <p>WH Introduced this item explaining the approach of looking at the refreshed plans in a phased way starting with the 3 plans on the agenda today. It was also important going forward to be clear about the respect roles of the PDB and HCC.</p>	
3.2	<p>Maternity workstream</p> <p>Rachel Lissauer (RL) introduced the maternity plan with reference to a set of slides, which were tabled. RL summarised the following key areas in the refreshed delivery plan update:</p> <ul style="list-style-type: none"> • Details of the birthing capacity across the sector emphasising the under-utilisation of birthing centres; • The role of the local LMS including the governance and clinical leadership through Professor Peebles and Mae Buckley; • The key issues for NCL in delivering the requirements of Better Births; • The 6 domains of the workstream (Quality & Safety; Improving Personalisation and Choice; Single point of Access; Community Services; Postnatal care; and Collaborative working). <p>RL then updated the Board on the key achievements in October, the aims for 2018/19 and the associated risks.</p> <p>There was some discussion about investment requirements and a proposed new tariff but it was confirmed that the plan was cost neutral at present. TJ enquired about the CNST maternity premium and opportunities to earn back some of this. The issue of resourcing and training passports to allow midwives to work across sites was acknowledged as challenging but some progress has been made in other areas such as Cancer.</p> <p>The Programme Delivery Board NOTED and APPROVED the updated Maternity Delivery Plan.</p>	
3.3	<p>Prevention workstream</p> <p>Julie Billett (JB) introduced and updated the Board on the Prevention delivery plan emphasising that this was largely a continuation of the 17/18 plan with the aim of upscaling and embedding prevention in all areas including close working with the CHINs and QISTs. JB explained that smoking, falls and sexual health would continue to be a key focus as well as closer working with Providers. Linking into the devolution planning and mental health re employment were also highlighted as priorities for 2018/19.</p> <p>In the discussion that followed, the importance of prevention going forward was emphasised and that it required investment in the long term. There was also some sharing of information from UCLP and Cancer about studies relating to Arterial Fibrillosis and smoking cessation/lung cancer health checks.</p> <p>The Programme Delivery Board NOTED and APPROVED the updated Prevention Delivery Plan.</p>	

<p>3.4</p>	<p>Urgent Emergency Care</p> <p>Sarah Mansuralli (SM) provided an update on the refreshed UEC, which has been refocused to provide greater consistency and alignment across the sector. The refreshed plan incorporates the findings from the UEC stocktake and deep-dive. The key priorities for 2018/19 will include a focus on the high impact changes and increasing the volume of ambulatory care, admission avoidance and the trusted assessor. Communications for the public a key priority to get right to support the work on redirection. There was some discussion about the interface with the A&E Delivery Boards. Members of the Board endorsed the focus on communications for patients and the public.</p> <p>The Programme Delivery Board NOTED and APPROVED the updated UEC Delivery Plan.</p>	
<p>4.0</p>	<p>Any Other Business</p>	
	<p>The following information and feedback was shared under AOB:</p> <ul style="list-style-type: none"> • DSt informed the Board about the change to his role after Xmas which will focus on CSU changes as well as orthopaedics. HP and the PDB thanked David for his leadership and work in driving forward the progress of the partnership and the delivery planning. • DW and SMac updated the Board about the priorities and focus of the social care programme work. HP and the Board noted that Ray James will have left his role by the time of the next meeting and thanked Ray for his commitment and support to the STP planning and partnership working. • DSI updated the Board about leadership changes at the Royal Free London Group following Steve Powis being appointed to the national Medical Director role for NHSE: <ul style="list-style-type: none"> ○ Chris Streater has been appointed as Group Medical Director ○ Kate Slemeck is taking up Chris's previous role as CEO of the Royal Free Hampstead site ○ Maria Kane taking up the CEO role at North Middlesex <p>The next meeting of the Programme Delivery Board was confirmed as 9th January 2018 3-5pm at 5 Pancras Square.</p>	
<p>CLOSE: The meeting closed at 5:00pm.</p>		

