



APPROVED MINUTES OF THE NCL STP PROGRAMME DELIVERY BOARD
15:00-16:30 on Tuesday 9th April 2019
Room 11.10-11.11, 5 Pancras Square, London, N1C 4AG

Members	PDB role / job title	Present	Deputy	Apologies
Helen Pettersen (HP)	- STP Convenor	✓		
Alex Faulkes (AF)	- Programme Director, Urgent & Emergency Care		✓	
Chloe Watson (CW)	- Head of Communications and Engagement	✓		
Chris Dzikiti (CD)	- Programme Manager, Mental Health	✓		
Diane Macdonald (DM)	- Programme Manager, Estates	✓		
Donal Markey (DM)	- Programme Director, Planned Care	✓		
Gary Sired (GS)	- STP Deputy Director of Finance			✓
Shahbaz Bhutta (SB)	- Finance Lead, Provider Productivity		✓	
Kaye Wilson (KW)	- Programme Manager, Maternity			✓
Martyn Smith (MS)	- Programme Director, Digital	✓		
Mubasshir Ajaz (MA)	- Programme Manager, Prevention			✓
Naser Turabi (NT)	- Programme Director, Cancer		✓	
Richard Dale (RD)	- Director of Delivery, STP	✓		
Richard Elphick (RE)	- Programme Director, Adult Social Services	✓		
Sam Rostom (SR)	- Programme Director, Children and Young People	✓		
Sarah McIlwaine (SM)	- Programme Director, Care Closer to Home	✓		
Sarah Young (SY)	- Programme Manager, Workforce	✓		
Will Huxter (WH)	- Director of Strategy, NCL CCGs (Chair)	✓		

Attendees	Job Title	Reason for attendance
Claire Willis	Programme Manager (STP Programme Office)	Minutes
Helen Saunders	Programme Manager	Deputise for NT
Lisa Burgess	Project Manager	Deputise for AF

No.	Agenda Item	Owner
1.0	GENERAL BUSINESS	
1.1	Welcome and Apologies	
	Will Huxter Chaired the meeting. He welcomed members to the meeting and noted the apologies. The meeting was QUORATE .	
1.2	Review of minutes from the previous meeting	
	The minutes from the previous meeting were APPROVED . There was an amendment to 4.2 Paediatric Asthma Plan for accuracy.	



1.3	Review of actions from the previous meeting	
	The actions from the previous meeting were reviewed.	
2.0	STRATEGIC UPDATES	
2.1	Update on wider STP context	
	<ul style="list-style-type: none"> • Currently in the middle of a challenging contracting round with the 4 main providers • The deficit within NCL is being addressed with a medium terms financial plan being led by Caroline Clarke. Reviewing provider productivity will be key and we need to review how we manage referrals to outpatients and how providers manage follow ups • Moving to an Integrated Care System (ICS) is high on the agenda, an ICS simulation event has been held • We are aware that it is expected for 20% of management costs to come out of the CCG's and national guidance states 1 CCG per ICS • PA Consultancy is helping to set up this programme of work to make sure that workstreams do not contradict and we future proof our plans • There are many changes occurring and we need to be able to understand the context to use these as opportunities. 	
2.2	Update on NCL Medium term financial plan	
	Nothing further to add to discussion in 2.2 at present.	
2.3	Feedback from Chief Executive reviews	
	<p>Chief Executives across NCL were asked to review the delivery plans of programmes they are not directly involved in. They were asked to focus on:</p> <ul style="list-style-type: none"> - Are we actually doing things that take cost out of the system - How do we reduce unwanted variation - How to do we do more quickly, more effectively and more systematically <ul style="list-style-type: none"> • Broadly feedback included needed clearer benefits to be stated for each project. • Consider how we collectively review what are priorities are – we need to value our own resource in financial terms. • Benefits are not being realised by not bringing workstreams together • Handing of projects as business as usual needs to be structured and monitored from single point not individually across the STP • Need to use the governance processes to review the programmes as a whole regarding the various sign off processes rather than these be addressed piecemeal 	





	<ul style="list-style-type: none"> • Consider how and when we handover implementation to the providers and to scale up projects as they are they experts freeing up STP resources to work on other areas • Consider how to use collective resources to push particular priorities <p>This debate is happening across London not just NCL and across all organisations for example, Rightcare and Healthy London partnerships is considering how to work in a more joined up way.</p> <p>It was suggested there is talent within the provider that could assist our programmes, it was agreed that we would need to be specific about our ask to providers if we are to request these resources to support specific workstreams.</p>	
3.0	Enablers Delivery Plan	
3.1	Digital	
	<ul style="list-style-type: none"> • In summary we have two clear priorities: Health Information Exchange and HealthIntent, both will provide access to information for clinicians. • Biggest challenging facing this programme is getting the providers on board to fully integrate these two products. • The programme is on the verge of roll out and needs support to get pace and scale • Interoperability and access to the right information at the right time will be fundamental to the delivery of the medium term financial plan. • The Digital Delivery Plan for 19 /20 was approved by the programme delivery board. 	
3.2	Estates	
	<ul style="list-style-type: none"> • Following the Estates Board held yesterday the delivery plan is going to be revised and will come back to the programme delivery board for sign off at a future meeting • Biggest issue facing the programme is clinical input to ensure the gap is narrowed between the estates delivery plan and clinical strategy e.g. it needs to be considered if we plan to take the activity out of the providers, do we have the estates to deliver the activity elsewhere. • Despite not being able to sign of the delivery plan, the estates board provided useful insight 	





4.0	Progress Updates	
4.1	<p>The highlights of the discussion that took place under this agenda item were as follows:</p> <p><u>Health and Care Closer to Home</u></p> <ul style="list-style-type: none"> • The implementation of Primary Care Networks (PCN) has changed the delivery plan for 19 / 20 <p><u>Workforce</u></p> <ul style="list-style-type: none"> • 19/20 Delivery Plan approved • How we train staff needs to feed into the integration agenda <p><u>Urgent and Emergency Care</u></p> <ul style="list-style-type: none"> • Working to maximise referrals to the rapid response service • Currently awaiting NHSE instruction on the exemption process and delays at introducing Urgent Treatment Centres <p><u>Children and Young People</u></p> <ul style="list-style-type: none"> • To date 3 boards have endorsed the CYP Delivery Plan, with a further 2 boards in the diary • The Asthma Conference is on being held on 7th May <p><u>Mental Health</u></p> <ul style="list-style-type: none"> • Ongoing issues regarding the funding of Tier 4 services, if not resolved by the end of the week this will be escalated. • Priority is to close the funding gap for the mental health liaison services <p><u>Planned Care</u></p> <ul style="list-style-type: none"> • Planned Care Summit is being held on 10th May and will focus on bringing attention to outpatient transformation agenda • No strong evidence to guide work plans but there are pockets of examples of work to address this around the country • Challenge will be whole system buying into the agenda – however there is now an incentive and senior management backing from Marcel Levi and Caroline Clarke <p><u>Social Care</u></p> <ul style="list-style-type: none"> • Care Home review is progressing well • Currently working with providers to review the costs of care home placements using a cost modelling exercise <p><u>Cancer</u></p> <ul style="list-style-type: none"> • There is new national guidance on operational performance regarding fast diagnosis 	





	<ul style="list-style-type: none"> • There are currently discussions about separating the existing Alliance to North East London and North Central London Cancer Alliance • The SUMMIT Study has started which scan at risk patients for Lung cancer hopefully providing an earlier diagnosis <p><u>Provider Productivity</u></p> <ul style="list-style-type: none"> • Currently looking at benchmarking data and how we can use this effectively • Medicine optimisation requires detail on what is the priority going forward <p>Actions</p> <p>1) If funding issues regarding Tier 4 Mental Health services is not resolved by Friday 12th April this matter to be escalated to Regional Medical Director.</p>	
4.2	Update from local delivery teams and escalation of local risks	
	The resources based in Royal Free, funded by Barnet CCG is currently being evaluated.	
5.0	Key Message	
5.1	Key messages for all to take out into work streams and organisations	
	There will specific messaging coming out regarding the medium financial plan that can be disseminated.	
6.0	AOB	
6.1	Any Other Business	
	No other business.	
6.2	Date and time of the next meeting	
	The next meeting of the Programme Delivery Board will be held from 3pm to 5pm on 11 th June 2019.	
CLOSE		

