



APPROVED MINUTES OF THE NCL STP PROGRAMME DELIVERY BOARD
15:00-17:00 on Tuesday 14 August 2018
Room 11.10-11.12, 5 Pancras Square, London, N1C 4AG

Members	PDB role / job title	Attended	Deputy	Apologies
Helen Pettersen (HP)	- STP Convenor (Chair) - SRO Lead for CCGs	✓		
Charlotte Pomery (CP)	- SRO Children and Young People Workstream; - Assistant Director Commissioning (LB Haringey).			✓
Dawn Wakeling (DW)	- Director Social Services Representative; - Strategic Director, Adults, Communities and Health (LB Barnet).			✓
Jo Olson (JO)	- NHSE Director of Commissioning/ Transformation.			✓
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; - Chief Executive, UCLH.			✓
Martin Pratt (MP)	- Director Social Services Representative (LB Camden)			✓
Mike Clowes (MCI)	- GP Federation Representative, - Interim Chief Executive.	✓		
Mike Cooke (MC)	- Vice Chair and SRO Lead for Local Authorities; - CEO Camden Council.	✓		
Paul Jenkins (PJ)	- SRO Mental Health Workstream; - CEO Tavistock & Portman FT.	✓		
Rachel Lissauer (RL)	- SRO Maternity Workstream; - Director, Wellbeing Partnership.	✓		
Richard Jennings (RJ)	- STP Co-Clinical Lead; - Co-SRO Planned Care Workstream; - Medical Director, Whittington Health NHS Trust.	✓		
Sarah Mansuralli (SM)	- SRO Urgent & Emergency Care Workstream; - Chief Operating Officer, Camden CCG.	✓		
Simon Goodwin (SG)	- Chief Financial Officer, NCL CCGs.	✓		
Siobhan Harrington (SH)	- SRO Workforce Workstream; - CEO Whittington Health.	✓		
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 (TH)	- SRO Care Closer to Home Workstream; - COO Islington and Haringey CCGs.			✓
Will Huxter (WH)	- Director of Strategy, NCL CCGs.	✓		
Charlie Davie (CD)	- Managing Director, UCL Partners.			✓
Gary Sired (GS)	- STP Deputy Director of Finance.	✓		

Attendees	Job Title	Reason for attendance
Richard Elphick (RE)	Programme Lead - Adult Social Care	Regular attendee
Chloe Watson (CW)	Head of Communications and Engagement	Regular attendee
Jonathan Fisher (JF)	Programme Manager (STP PMO)	Minutes
Sam Rostom (SR)	Programme Director – Children and Young People	Presenting item
Cathy Kelly (CK)	Clinical Lead – Digital Workstream	Attended for item 4 only (input)
Jane Barnacle (JB)	Director for Information and Technology, NHS England, London	Attended for item 4 only (presenter)
Mark Kewley (MK)	Director of Strategic Development for Digital, NHS England, London	Attended for item 4 only (presenter)
Luke Readman (LR)	Chief Information Officer for the East London Health & Care Partnership; Senior Responsible Officer for One London	Attended for item 4 only (presenter)
Max Hess (MH)	Student	Work experience

No.	Agenda Item	Owner
1.0	General Business	
1.1	Welcome and Apologies	
	Helen Pettersen (HP) welcomed everyone to the meeting. Apologies were noted. The meeting was QUORATE .	
1.2	Review of minutes from the previous meeting	
	The minutes from the previous meeting (held on 10 July 2018) were reviewed and APPROVED without amendment.	
1.3	Review of action log	
	The PDB reviewed the updates captured on the action log. Further updates provided at the meeting were as follows: <ul style="list-style-type: none"> • <u>Action 2 (benefits of the digital priority projects for clinical workstreams)</u> – This item had been deferred to the October PDB meeting; 	



	<ul style="list-style-type: none"> • <u>Action 4 (GS to meet Richard Elphick regarding local authority financial position)</u> – This action had been completed and RE was liaising with Councils regarding their input into the refresh; • <u>Action 5 (Reporting back from the July Health and Care Cabinet ‘Contracting Round After Action Review Part 2’)</u> – Following an update from JS, the PDB agreed that the function of the Health and Care Cabinet (HCC) needed to be revised so that had more of a delivery focus going forward. The PDB also noted the need to strengthen links between the HCC and the STP Finance Directors Group (formerly FAM) so that these weren’t operating in isolation from one another. It was noted that a review of STP Governance arrangements was currently being undertaken by WH and that these considerations were being addressed through this work. • <u>Action 10 (write-up from a recent visit to Manchester STP)</u> – SH noted that she had not received the write-up from the visit and requested that this be resent to her; • <u>Action 19 (circulation of an update on diabetes prevention)</u> – the PDB noted the planned completion date (end of August); • <u>Action 24 (involvement of Trust boards and CCG governing bodies in the STP refresh)</u> – WH advised the PDB that he would be attending CCG Governing Bodies and providing reports for each Trust Board to discuss the refresh. <p>The Programme Delivery Board (PDB) NOTED the updates on the action log.</p> <p>Actions: 1) Will Huxter to send a copy of the write-up from the recent visit to Manchester STP to SH</p>	WH
1.4	Interests declared in relation to items on the agenda	
	No interests were declared in relation to items on the day’s agenda.	
2.0	2017/18 Delivery	
2.1	<p>STP Month 3 Financial Report</p> <p>This report included an update on the month 3 financial position and an update on the ongoing STP financial refresh. The following section summarises the key points from the discussion of each of these two sections, respectively:</p> <p><u>M3 financial position</u></p> <p>SG advised the PDB that the financial position remained mostly unchanged from that reported in M2. He highlighted in particular that the position of CCGs continued to deteriorate (Enfield, in particular, had a substantial emerging deficit) and that other CCGs from across London were similarly reporting worsening positions.</p>	





	<p>In response to a query from HP, MC noted that local authorities were also facing significant financial pressure in 2018/19 and that Barnet Local Authority in particular was expecting an in-year problem due to cost pressures in children's services.</p> <p><u>STP refresh update</u></p> <p>SG provided a brief update on the financial element of the ongoing STP refresh. He highlighted that it was proving difficult to obtain up-to-date figures from all Trusts within the planned timeframe as many were in the process of updating their Long Term Financial Models and were working to a different timetable, set by NHSI. Following a brief discussion, it was agreed that the indicative figures that Trusts would be able to provide at this stage would be sufficiently accurate for the purpose of the refresh (as this was an internal rather than regulatory exercise) and that this should proceed as planned. The key issue was to ensure that there was a shared understanding of the underlying financial challenges facing the system.</p> <p>The PDB NOTED the M3 financial update and the update on the STP refresh</p>	
<p>2.2</p>	<p>Urgent and Emergency Care (UEC) Highlight Report</p> <p>SM presented the latest highlight report from the UEC workstream. The below sets out the key points from the discussion that followed:</p> <ul style="list-style-type: none"> • There was a detailed discussion around the potential for a greater role to be played by Community pharmacy within the UEC workstream (e.g. within the Integrated Urgent Care project) and it was agreed that SM and JS would discuss this further outside of the meeting; • MCI provided some feedback around his experience of the rollout of Integrated Urgent Care in Islington, i.e. that only around half of the appointments that had been freed up by primary care were being utilised. SM agreed to look at how the UEC workstream could learn lessons from this experience to prevent similar issues from occurring in future. • Following a query from DSI around how performance was being measured (KPIs were not captured on the highlight report), SM noted that there was a dashboard with KPIs which she would include as part of the PDB submission going forward; • There was a detailed discussion on how to make best use of NCL UEC transformation funding allocation (£315k). The delivery board agreed that targeting homeless populations, people with no recourse to public funds and people with mental health needs (building on work that was already being undertaken by the homelessness team within UCLH and linking with the Mental Health workstream and potentially other London STPs) would be an effective use of funds. <p>The PDB NOTED the update</p> <p>Actions:</p>	<p>SM/JS</p> <p>SM</p> <p>SM</p> <p>SM</p>





	<p>2) SM and JS are to discuss the potential for greater use of community pharmacy in delivering the priorities of the UEC workstream</p> <p>3) SM to look into whether the workstream could learn lessons from the rollout of IUC in primary care to ensure the best use of available capacity</p> <p>4) SM/Alex Faulkes is to append the UEC KPI dashboard to future PDB report submissions</p> <p>5) The £350k UEC transformation funding that is available for targeting stranded patients is to be used for targeting the homeless patient cohort. This should build on work already in place through UCLH's homeless team and should tie in with the Mental Health Workstream and potentially other STPs.</p>	<p>SM/JS</p> <p>SM/MCI</p> <p>SM/AF</p> <p>SM/AF</p>
2.3	<p>Learning from A&E Board Reviews</p> <p>SM provided a brief verbal summary of the report and highlighted that preparations were underway for a winter readiness assurance meeting scheduled for 23 October.</p> <p>The PDB NOTED the report</p>	
3.0	2018/19 Planning	
3.1	<p>Update on workforce priorities and direction of travel</p> <p>SH provided an update on 1) the Workforce workstream's planned priority projects, and 2) additional work that was recently initiated following the securing of c. £500k in funding from Health Education England (see June and July 2018 PDB minutes).</p> <p>As part of the update on the latter, SH queried whether there were any further areas of work which the workstream should prioritise if further funding was made available in year. The PDB agreed that providing more support to Primary Care should be prioritised if any further funding was secured.</p> <p>The PDB ENDORSED the direction of travel and AGREED support to primary care as the priority for any additional funding made available in year.</p>	
3.2	<p>Delivery Plan: Children and Young People</p> <p>SR gave a detailed presentation of the updated delivery plan for the Children and Young People's workstream and the process through which stakeholders were involved in developing the plan.</p> <p>The PDB discussed and APPROVED the plan, together with several follow up actions:</p> <p>Actions:</p> <p>6) SR is to bring back to a future PDB an update on the emerging strand of work around targeting children with complex needs;</p>	<p>SR</p> <p>SR</p>



	<p>7) SR is to update the delivery plan to ensure that it is clear why autistic disorders are not included within scope (i.e. these are already being taken forward through existing projects which are not part of the STP);</p> <p>8) SR is to update the delivery plan to make clear the link to and interdependencies with the workforce and maternity workstreams;</p> <p>9) SR is to consider whether there are opportunities to better promote and utilise local authority community children's services;</p> <p>10) SR is to meet with DSI to discuss the local history around children's surgery to ensure that this is factored into the plan.</p>	<p>SR</p> <p>SR</p> <p>SR</p>
<p>4.0</p>	<p>Workshop</p>	
<p>4.1</p>	<p>Digital Workshop</p> <p>The PDB held a detailed discussion with NHSE representatives Jane Barnacle (JB), and Mark Kewley (MK) and Luke Readman (LR), SRO for the One London/LHCRE programme, around how North London Partners' digital workstream priorities relate to the London-wide digital transformation programme and what the opportunities were for mutual support.</p> <p>The key principles that emerged from the discussion were as follows:</p> <ul style="list-style-type: none"> • North London Partners' digital priorities aimed to benefit the whole system including both health and local authority¹ partners and so a request was made to NHSE colleagues for any available support / funding to be made available for the benefit of the whole system rather than just NHS organisations; • There was a consensus that the primary focus of any joint work / support should be on enabling North London Partners' local clinical and care transformation priorities; • In addition to enabling local priorities, it was noted that there were a number of areas which would benefit from a pan-London approach. Some discussed examples included: <ul style="list-style-type: none"> ○ Securing data sharing agreements; ○ Meeting statutory / legal requirements relating to digital transformation / security etc.; ○ Communication – it was suggested that communicating with both the public and staff whose working practices could change as a result of digital transformation could benefit from a regional approach and regional resourcing / support; • The PDB were advised that some of the other emerging priorities of the London-wide digital transformation programme concerned 'getting the basics right' within organisations and working towards the sharing of information across STP 	

¹ (focusing on social care, children's services, wider determinants of health, prevention and early intervention)





	<p>boundaries² and that part of the London-wider programme's ask of NLP would be around helping to meet these objectives;</p> <ul style="list-style-type: none"> • The PDB were also advised that the One London programme had 8 demonstrator projects and that another part of the London-wide programme's ask of NLP would include involvement in one or more of these projects; • The PDB requested that the STP be involved in the design of the Governance arrangements for One London, and that due regard is paid to the need to avoid duplication with other London-wide governance. <p>The PDB DISCUSSED the overlap between local and regional Digital work</p> <p>Actions:</p> <p>11) Regional colleagues are to provide further detail around the areas which they feel would benefit from a London-wide approach, together with expected timescales from implementing these priorities;</p> <p>12) NHSE colleagues are requested to involve the STP leadership in the design of the One London Governance arrangements.</p>	<p>MK</p> <p>LR/WH</p>
4.0	Any Other Business	
4.1	<p>Any other business</p> <p>No further business was discussed.</p>	
4.2	<p>Date and time of the next meeting</p> <p>The next meeting of the Programme Delivery Board will be held from 3pm to 5pm on 9 October (<i>the September meeting was cancelled on 24 August</i>).</p>	
CLOSE:		

² (An example was given of ensuring standardised approaches to record keeping e.g. in relation to care planning, so that records from different organisations could more easily consolidated)

