

South Yorkshire and Bassetlaw Sustainability and Transformation Plan

Collaborative Partnership Board

16 December 2016, The Boardroom, 722 Prince of Wales Road

Decision Summary

| Ref | Item | Lead |
|--------------|--|---|
| 1 | Minutes of the previous meeting held 11 November 2016 | |
| 19/16 | (a) that we take a consistent approach of all partners taking Sustainability and Transformation Plan Collaborative Partnership Board (STP CPB) ratified minutes through their organisations Boards and Governing Bodies was agreed | ALL |
| | (b) that all would review the 11 November 2016 minutes and provide comments to WCG by 22 December with a view to ratifying at the 13 January 2017 STP CPB and publishing thereafter | ALL |
| | (c) that all future minutes would be routinely ratified at each meeting and published | ALL |
| 2 | Summary update to the Collaborative Partnership Board | |
| 22/16 | (a) that work stream leads and membership would be shared with the STP CPB | STP PMO |
| | (b) that the summary update was agreed and to be used to inform local discussions and form part of a consistent approach of partners taking through their organisations | ALL |
| 3 | Terms of reference | |
| 23/16 | (a) that amendments from the meeting be made to the Terms of Reference (TOR) and any further comments to be received from all by 24 December 2016 | WILL CLEARY-GRAY, ALL |
| 4 | Sustainable Hospital Services Review | |
| 24/16 | (a) that the STP CPB approved the TOR and specification for the review, subject to amendments and discussion at the meeting | JAMES SCOTT |
| 5 | SYB STP resources | |
| 26/16 | (a) that all participating organisations were included in the resource plans | JEREMY COOK |
| | (b) that local authorities would take away and consider a proposal in due course which would be based on focusing support in each local place and therefore be removed from the SYB fair shares approach | JEREMY COOK, LOCAL AUTHORITY LEADS |
| | (c) that the STP CPB noted the fair shares approach and supported the proposal and the STP budget, subject to confirmation of actual | ALL JERMEY COOK |

| | | |
|--------------|--|--|
| | costs and the reworking of the fair shares approach, following the decision above | |
| 6 | Social Kinetic 3d Proposal for Leadership Analysis | |
| 29/16 | (a) that the STP CPB would take the project forward in principle with a smaller leadership group to consider the detail. A meeting would be arranged for January 2016 for this | STP PMO |
| | (b) that Social Kinetic would discuss via WCG in further detail with a view to starting in February 2017 | SOCIAL KINETIC/WILL CLEARY-GRAY |

South Yorkshire and Bassetlaw Sustainability and Transformation Plan

Collaborative Partnership Board

Minutes of the meeting of 16 December 2016, The Boardroom, 722 Prince of Wales Road, Sheffield

Present:

Andrew Cash, South Yorkshire and Bassetlaw STP Lead/Chief Executive, Sheffield Teaching Hospitals NHS Foundation Trust (CHAIR)
Louise Barnett, Chief Executive, The Rotherham NHS Foundation Trust
Des Breen, Medical Director, Provider Working Together Programme
Catherine Burn, Director, Voluntary Action Barnsley
Julia Burrows, Director of Public Health, Barnsley Metropolitan Borough Council
Tracey Clarke, Associate Director of Strategy and Commercial Development, Rotherham, Doncaster and South Humber NHS Foundation Trust
Will Cleary-Gray, Director of Sustainability and Transformation, South Yorkshire and Bassetlaw STP
Frances Cuning, Deputy Director of Health and Wellbeing, Public Health England
Jeremy Cook, Interim Director of Finance, South Yorkshire and Bassetlaw STP
Mike Curtis, Local Director, Health Education England
Chris Edwards, Accountable Officer, NHS Rotherham Clinical Commissioning Group
Greg Fell, Director of Public Health, Sheffield City Council
Idris Griffiths, Interim Accountable Officer, NHS Bassetlaw Clinical Commissioning Group
Sharon Kemp, Chief Executive, Rotherham Metropolitan Borough Council
Alison Knowles, Locality Director North of England, NHS England
Ainsley Macdonnell, Service Director – North Nottinghamshire and Direct Services, Adult Social Care, Health and Public Protection, Nottinghamshire County Council
Simon Morrith, Chief Executive, Chesterfield Royal Hospital NHS Foundation Trust
John Mothersole, Chief Executive, Sheffield City Council
Jackie Pederson, Accountable Officer, NHS Doncaster Clinical Commissioning Group
Mike Pinkerton, Chief Executive, Doncaster and Bassetlaw Hospitals NHS Foundation Trust
Matthew Powls, Interim Director of Commissioning, NHS Sheffield Clinical Commissioning Group
Sean Raynor, District Director, South West Yorkshire Partnership NHS Foundation Trust
Jade Rose, Head of Strategy, NHS Barnsley Clinical Commissioning Group
Matthew Sandford, Associate Director of Planning and Development, Yorkshire Ambulance Service NHS Foundation Trust
Steve Shore, Chair, Healthwatch Doncaster
John Somers, Chief Executive, Sheffield Children's Hospital NHS Foundation Trust
Helen Stevens, Associate Director of Communications and Engagement, Commissioners Working Together
Richard Stubbs, Acting Chief Executive, Yorkshire and Humber Academic Health Science Network
Lesley Smith, Accountable Officer, NHS Barnsley Clinical Commissioning Group
Kevan Taylor, Chief Executive, Sheffield Health and Social Care NHS Foundation Trust
Neil Taylor, Chief Executive, Bassetlaw District Council
Jon Tomlinson, Assistant Director of Commissioning, Doncaster Metropolitan Borough Council
Diane Wake, Chief Executive, Barnsley Hospital NHS Foundation Trust
Janette Watkins, Programme Director, Provider Working Together Programme
Kate Woods, Programme Office Manager, South Yorkshire and Bassetlaw STP

Apologies:

Adrian Berry, Medical Director, South West Yorkshire Partnership NHS Foundation Trust
Moirá Dumma, Director of Commissioning Operations, NHS England
Adrian England, Chair, Healthwatch Barnsley
Matthew Groom, Assistant Director of Specialised Commissioning, NHS England
Specialised Commissioning Services
Ruth Hawkins, Chief Executive, Nottinghamshire Healthcare NHS Foundation Trust

Richard Jenkins, Medical Director, Barnsley Hospital NHS Foundation Trust
 Jo Miller, Chief Executive, Doncaster Metropolitan Borough Council
 Tim Moorhead, Clinical Chair, NHS Sheffield Clinical Commissioning Group
 Leaf Mobbs, Director of Planning and Development, Yorkshire Ambulance Service NHS Trust
 David Pearson, Corporate Director Adult Social Care, Health and Public Protection, Nottinghamshire County Council
 Maddy Ruff, Accountable Officer, NHS Sheffield Clinical Commissioning Group
 Kathryn Singh, Chief Executive, Rotherham, Doncaster and South Humber NHS Foundation Trust
 Rob Webster, Chief Executive, South West Yorkshire Partnership NHS Foundation Trust

| Minute reference | Item | ACTION |
|------------------|--|-------------------------------------|
| 17/16 | <p>Welcome and introductions</p> <p>The Chair welcomed all members of the STP CPB. The aim of the session was noted;</p> <ul style="list-style-type: none"> - to update all on the national position and place - to collectively debate resourcing for the STP - to welcome Social Kinetic 3de to receive information around the development of the STP - to receive information on core business. | |
| 18/16 | <p>Apologies for absence</p> <p>Apologies were recorded as above.</p> | |
| 19/16 | <p>Minutes of the meeting held 11 November 2016</p> <p>The minutes of the meeting were accepted as a true and accurate record subject to the following:</p> <ul style="list-style-type: none"> - Item 05/16 refers: South Yorkshire and Bassetlaw Plan, amend supported the plan to published the plan - Item 07/16 refers: Independent review of hospital services, amend to state that GF would lead on PH intelligence, with support, further detail to be discussed with WCG <p>The STP CPB noted the intention to publish ratified minutes to be available to the public and all partners. A discussion took place around this. It was felt that that the minutes should be publically available. To enable all partners to have discussions with their organisations, the minutes would be published after the next STP CPB meeting on 13 January 2017.</p> <p>It was agreed that we take a consistent approach of all partners taking STP CPB minutes through their organisations Boards and Governing Bodies was agreed. In response to this a query was raised around briefings for boards and WCG confirmed that at the time of reporting, the STP was still being taken through key meetings. A further update and briefing would follow when this had been through all meetings across the patch.</p> <p>The STP CPB agreed to review the 11 November 2016 minutes and provide comments to WCG by 22 December. The November meeting minutes would be ratified at the 13th January 2017 STP CPB and</p> | <p>ALL</p> <p>ALL</p> |

| | | |
|--------------|--|--|
| | <p>published thereafter.</p> <p>All future minutes would be routinely ratified at each meeting.</p> <p>It was confirmed that minutes only would be made public at this stage.</p> | |
| 20/16 | <p>National STP Update</p> <p>AJC delivered an update, noting that the South Yorkshire and Bassetlaw STP (SYB STP) had been well received nationally.</p> <p>There would be no further progression on STPs nationally until the new year.</p> <p>It was noted that discussions had taken place with the national team around funding for the plan and capital. This was being favorably received and feedback would be given in due course.</p> <p>Contracts and delivery were being confirmed locally by 23 December 2016. Some issues were reported around operational delivery plans at place level not matching the STP. These were being worked through.</p> <p>The STP would assist in doing things differently and moving all into different ways of working and would be a health and care plan for all. A discussion followed around some concerns that had been raised; these were around governance, local decision making and local accountability.</p> <p>It was noted that the governance of the STP was a key area to develop and would be considered carefully. A crucial piece of work would be on communications and engagement and how messages were put across must be considered by all. Due process must be in place to engage and a scrutiny process was required. All leaders were asked to support the process around how place plans connected to the STP and facilitate local conversations.</p> <p>The importance of the STP collaboration for system resilience and sustainability of services was noted by all.</p> | |
| 21/16 | <p>Update from local place plans</p> <p>The STP CPB were updated on local place plans, noting visions and principles of system collaboration, priority work areas, engagement, and next steps across the footprint. The presentations would be shared with all.</p> | |
| 22/16 | <p>Update from the Collaborative</p> <p>Commissioners Working Together</p> <p>The STP CPB were briefed on commissioning collaborative working, noting the key business of the Joint Committee of CCGs (JCCC) around the Hyper Acute Stroke Unit and Children’s Surgery and Anaesthesia consultation and the Acutely Ill Child case for change. This group was evolving and anticipated that this would become the forum for collective commissioning decisions with delegated authority around STP transformation.</p> | |

| | | |
|-------|--|---------|
| | <p>Providers Working Together The STP CPB were updated on progress of the three hub model – with further work being undertaken around localised theatre procedures. Radiology workforce challenges were being focused on, developing education and recruitment programmes. Engagement across the trusts was taking place. Responses to the consultation to ensure this fitted together with children’s provision were being compiled. Work was taking place around a pilot across Rotherham and Sheffield regarding integration of the community through to relationship with children’s. This was being undertaken, interfacing with other elements of the AIC work as well as elective work. Work to drive out further savings regarding procurement was taking place. Some savings had been made to date. Cancer pathway reviews were taking place. Links were being made with the STP digital work stream to ensure road map activity came together. Work was also taking place around corporate services the principles of working together, noting some difficulties around the practicalities of implementation. A governance proposal around estates would be brought to the next meeting.</p> <p>Combined Authorities The STP CPB noted that the Combined Authority was focusing on the economy. CE would be a member of this Board bringing together all partners system wide from January 2017.</p> <p>Mental Health Alliance The mental health work stream would be up implemented from January 2017, supporting vulnerable services and addressing workforce issues and back office opportunities. The alliance would develop from this. An initial meeting between the two executive teams of Sheffield Health and Social Care and Rotherham, Doncaster and South Humber Foundation Trusts would take place in January 2017.</p> | |
| 22/16 | <p>Summary Update to the Collaborative Board</p> <p>A summary document had been compiled by work stream leads. The STP CPB agreed that the format was useful and be adopted for updates to individual organisations. It was anticipated that programme leads would produce these updates for timely sign off by SROs.</p> <p>The STP CPB noted an offer from the Leadership Academy regarding funding for leadership development. The STP had been asked to outline the proposals to utilise this funding and this was being developed by WCG and LB. The STP CPB were asked to join this small working group if of interest.</p> <p>It was reported that funding had been made available from NHS England to support the primary care work stream to work with local place on primary care to support the implementation of the GP Five Year Forward View (GPFV) and a recruitment process was completed on this.</p> <p>It was agreed that work stream leads and membership would be shared with the STP CPB.</p> <p>A workshop was planned for January to review working together, with a piece of work taking place to look at how the collaboratives were working. All areas of commonality would be addressed as part of this.</p> | STP PMO |

| | | |
|-------|---|------------|
| | <p>The intention was for private boards to use these as part of communications out to organisations.</p> <p>It was noted that a session around governance to include the Local Authority Chief Executives would be useful and would be considered.</p> <p>The STP CPB noted the summary update and agreed this would be used to inform local discussions and form part of a consistent approach of partners taking through their organisations.</p> | ALL |
| 23/16 | <p>Terms of reference</p> <p>The STP CPB noted the revisions to the interim ToR since the previous meeting. WCG highlighted discussions that had taken place around primary care representation at the meetings and this may impact on governance and the ToR when resolved. The ToR would be brought back to the next meeting as final.</p> <p>Further comments were received by the STP CPB as follows:</p> <ul style="list-style-type: none"> - that Doncaster Children’s Trust be added to the TOR. - that the key responsibility of the STP CPB was to engage with patients and the public in the work of the STP and this be added. - that engaging trade unions be considered further - that “consider” replace “adopt” under paragraph 2. <p>Any further comments were requested by 24 December 2016.</p> | ALL |
| 24/16 | <p>Independent review of hospital services</p> <p>A summary of the comments received since the 11 November STP CPB was delivered and the group was invited to comment further.</p> <p>It was requested that resilience be added to theme and scope as many rotas, currently sustainable, were close to being unsustainable and this needed addressing.</p> <p>It was noted that themes should focus on outcomes as well as effectiveness.</p> <p>It was requested that governance links be made across with this work and membership across the groups (this work, the JCCC, the STP CPB) should be consistent.</p> <p>It was noted that a clinical chair on the steering group was positive however this should also have a commissioning officer as support and a link through to the commissioning review.</p> <p>A comment was made that the review should be cognisant of other reviews taking place across the region and the knock-on impact across trusts and factor in impact of other reconfigurations.</p> <p>A discussion took place around research as a key driver within the sustainable hospital review terms of reference and how this might unduly impact on the scope of the review. A comment was made that research</p> | |

| | | |
|--------------|---|--|
| | <p>helped to attract and maintain workforce and therefore whilst research was not the main criterion for assessing sustainability it was non the less an important criterion to consider.</p> <p>The STP CPB approved the TOR and specification, subject to amendments and discussion at the meeting.</p> | |
| 25/16 | <p>Communications and engagement approach to public consultation</p> <p>This item would be deferred until the next meeting.</p> | |
| 26/16 | <p>SYB STP resources</p> <p>The STP CPB noted the action from the previous meeting for the STP Finance Oversight Committee (FOC) to consider a fair shares proposal and provide clarity around the impact of this. A possible additional funding requested from NHS E/I was noted that could reduce the contribution requirements from partners. An indicative budget for 17/18 was put forward noting final budgets to be brought back to the STP CPB in March around 17/18.</p> <p>This paper had been shared widely with finance colleagues.</p> <p>The STP CPB noted principles and activity taking place that may impact on 17/18:</p> <ul style="list-style-type: none"> - National transformation funding - Review of how work together - Review of NHS E around resource, ALB support the STPs - Review of commissioning <p>The STP CPB were invited to comment.</p> <p>It was noted that Nottinghamshire County Council be added into the proposals. A query was also raised around some omitted providers, to be addressed.</p> <p>The proposal was made to the group that local authorities would take away and consider a proposal in due course which would be based on focusing support in each local place and therefore be removed from the SYB fair shares approach. This was agreed.</p> <p>In response to a query raised, it was confirmed that money for 16/17 would come out of cost pressures immediately and further work was required for future years. The timeline for further development of the 17/18 indicative plan would be brought back to March 2017 board.</p> <p>The STP CPB were asked to note that system commissioning must be regarded as core business moving forward and to consider existing resources differently.</p> <p>In response to a query it was confirmed that the repurposing of some existing resource was taking place to support communal aims of the STP.</p> <p>The STP CPB noted the fair shares approach and supported the proposal and the STP budget, subject to confirmation of actual costs and</p> | <p>JEREMY COOK, LA CEOS</p> |

| | | |
|--------------|--|----------------|
| | the reworking of the fair shares approach, following the decision above. | |
| 27/16 | Healthy Lives This item would be deferred until the next meeting. | |
| 28/16 | Health disability and employment This item would be deferred until the next meeting. | |
| 29/16 | <p>Social Kinetic 3De proposal for leadership analysis</p> <p>A presentation was delivered to the STP CPB, noting that a change readiness tool was being developed with NHS E and had been piloted successfully. The Social Kinetic were looking to test this pilot in its second phase with the SYB STP.</p> <p>The background to the 3d framework and tool was outlined to the STP CPB, including opportunities for the SYB STP.</p> <p>As part of this work, a facilitated workshop would take place to map the ecosystem, the data would be analysed and a further workshop to dissect the data would follow. The action plan was collaboratively created. Post event support was also given.</p> <p>The SYB STP leadership team would work together on the vision for the ecosystem blueprint for change to develop a blue print of the ecosystem and how it fitted together.</p> <p>The STP CPB were invited to comment.</p> <p>It was noted that this was an effective organisational development tool and applying to a whole ecosystem would be interesting. Some concerns were noted around the commitment of senior leader's time.</p> <p>It was confirmed that the Y&H Academic Health and Science Network were paying for the academic evaluation by York Health Economic Consortium that will support the activity.</p> <p>In response to a query, it was confirmed that the programme had been designed around working within the NHS and the workshops were interactive to enable a clear and collaborative understanding of the issues. Extra time was also built into the schedule to refine and work with all to ensure the best possible outputs, outcomes and return of investment.</p> <p>A discussion took place around the future potential of rolling this out to the wider workforce however this would have to be a separate activity.</p> <p>The STP CPB discussed the possibility of creating an OD work stream and this linked to early discussions around leadership development that were taking place.</p> <p>The STP CPB would take this forward in principle with a smaller leadership group to consider the detail. A meeting would be arranged for January 2016 for this. Social Kinetic would discuss via WCG in further detail with a view to starting in February 2017.</p> | STP PMO |

| | | |
|--------------|--|--|
| | | |
| 30/16 | Review of Commissioning This paper was formally noted by the STP CPB. | |
| 31/16 | Specialised Commissioning Transformation Programmes in Yorkshire and the Humber This paper was formally noted by the STP CPB. | |
| 32/16 | Next steps on STPs and the 17-19 planning round This paper was formally noted by the STP CPB. | |
| 33/16 | Unadopted minutes of the STP Finance Oversight Committee meeting on 13 December 2016 This paper was formally noted by the STP CPB. | |