

MINUTES

Meeting	Programme Board
Date and time	10:00am to 12:00pm, Tuesday 5 February 2018
Location	Motivation Room, Village Hotel, Castle View, Forstal Road, Maidstone, ME14 3AQ
Chair	Glenn Douglas, Chief Executive, Kent and Medway STP

Discussion points and key decisions

1. Welcome, Introductions and Declarations

Glenn Douglas welcomed attendees and asked attendees to introduce themselves.

There were no declarations of interests.

2. Workforce Transformation Plan

The STP Workforce Board (LWAB) has developed a Workforce Transformation Plan to support and address the workforce challenge in Kent and Medway. Anne Tidmarsh and Becca Bradd presented the plan, for engagement and endorsement by the Programme Board.

To introduce the item, a short video was shown of an interview with Dr Jim Kelly (Kingsnorth Medical Practice) on GP numbers in Kent, the impact on patient care and how the area might attract greater numbers of GPs in the future.

Across Kent and Medway there is a full-time equivalent workforce of approximately 83,800 within over 350 careers across health and social care organisations. However, the workforce supply has decreased for most workforce groups and is significantly behind the national average. This decrease varies across clinical / professional groups. For example, health visitor numbers have increased by 26% (compared to 27% nationally), however GP numbers have decreased by 11% compared to a national reduction of one per cent. The greatest reduction is among mental health therapists in down 47% in Kent and Medway, compared to an average national increase of 83%.

The plan has five key stands:

- Promoting Kent & Medway as a place to work
- Maximising supply
- Lifelong careers
- Systems leaders & culture change
- Workforce wellbeing, workload and inclusion to support retention

Becca outlined some of the achievements that had been made, two of which included developing a Kent and Medway social care recruitment campaign with over 33,000 views and 94 job applications, and launching the 'Take the Different View' website and social media

campaign for hard to recruit roles (<https://www.takeadifferentview.co.uk>). There is a comprehensive implementation plan for 2019/20, with a number of activities planned under each strand. The Board was asked to note that the development of a Kent and Medway Academy is being scoped, with full proposal to come back to Programme Board at a later date.

Representatives from the Kent Local Medical Council felt more needs to be included in the plan for primary-care leaders, as much of the current leadership training is geared towards secondary care. NextGen East Kent training for GPs also needs to be rolled out across Kent and Medway. Implementing better pathways could also free up clinical time - it's not just about more staff. Anne agreed, and noted there is a commitment from the dean of the Kent and Medway medical school to also focus on primary and community care.

Members welcomed the openness to introducing more portfolio roles for GPs, however it was recognised that this would require a significant change in culture - it is currently difficult to find jobs like these in the current market. Also, there may be some potential issues around GP indemnity that would need to be checked first.

Other comments from Programme Board members included

- The plan should include the public health specialty workforce. There is also a Public Health Academy in existence.
- How, in 1 to 2 years, will we be able to judge that the plan has made progress?
- What is the role of this group in taking forward the workforce plan? This needs to be front and centre in our response to Long Term Plan.
- We need some radical help and initiatives as we are in danger of market failure. The key risk is that our communities. Where are we compared to other systems?
- What are the *priority* areas within the strategy?
- We need our clinicians to work to the top of their license without risking patient safety. This may require a dialogue with the Care Quality Commission (CQC), the royal colleges and other regulators on the requirements.
- Some more rural areas have developed innovative solutions / portfolio rolls out of necessity - maybe we can learn from these areas?
- A missing element of the plan is on Kent as a place to live; we need to include wider issues of housing, schools, childcare etc
- We need to reinforce public messages around the appropriate use of services
- We need to include more emphasis on the current workforce and valuing the people we have within the health and care system, for example how do we develop 'passports' so that staff can move easily between organisations in Kent and Medway?
- We need to look at the possibility of nurses currently working in private care homes to work across sectors.
- There are good reasons for coming to live and work in Kent and Medway and there is a real danger that we talk ourselves down.

Subject to taking on board the feedback from the meeting, Programme Board members **AGREED** the Workforce Transformation Plan, however members wanted to see a fuller implementation plan with some clear goals and actions, and also a dashboard to show progress when the plan returns to a future Programme Board meeting.

3. Planning 2019/20

Michael Ridgwell provided an update on the STP budget development for 19/20 supported by workstream plans; the STP coordinating approach to NHS Operational Planning and the system response to the Long Term Plan.

The STP have a role in three aspects of planning:

- i. STP 19/20 plan– the plan to deliver the STP programme 19/20
- ii. NHS Operational plan 19/20 – STP will have a role in supporting NHS organisations with the development of their 19/20 operational plan (including alignment) as well as aggregating this into a 1920 system plan
- iii. Long-term plan – the STP response to the Long-term plan for the Kent and Medway system

Although these three elements will require separate outputs they will be interrelated.

STP 19/20 Budget

The draft STP budget has decreased year on year since 2017/18. The overall budget for the STP programme is £6.6 million, a small reduction on the 2018/19 budget (£6.7m) and significantly less than the 2017/18 budget of £8.1million. The budget for each workstream plus the organisational contribution have been discussed and reviewed by the STP Finance Group and will return to the group for sign off on 8 February.

Specific points to note included the following:

- Funding for Children and Young People (a key STP clinical strategy priority) is not yet included in the budget – this is being scoped with the SRO, Rachel Jones.
- The System Transformation Budget and resource plan to be excluded from the central STP budget. There will be a separate discussion with the CCG Managing Directors regarding funding for the workstream team.
- There is an increase to the communications workstream team of 0.5 WTE to support Stroke workstream, to be funded via the removal of STP contingency budget of £40k.
- The draft STP budget includes £303,000 NHSE STP funding allocation for STP leadership and the PMO – this income stream is yet to be confirmed by NHSE
- The draft budget is inclusive of 6.3% increase in employers pension contribution, estimated at approximately £203k. This will be funded by the 18/19 budget surplus

There was concern expressed for the lack of funding for the primary care workstream. Ravi Baghirathan explained that this activity was being funded through GP Forward Plan funds. It was **AGREED** that this should be reflected in the budget.

Programme Board members **SUPPORTED** the draft budget, subject to the outcome of the discussion at the STP Finance Group on 8 February 2019. The budget will then be taken to each partners' relevant board or committee for ratification.

NHS Operational Plan 19/20

Michael briefly went through the approach, requirements and timetable for developing the systemwide 19/20 NHS Operational Plan for Kent and Medway. The system plan will be built up

from the local plans.

The primary care strategy that was originally requested from each system by April, has now been pushed back to the Autumn. It was felt that the current Joint Strategic Needs Assessment (JSNA) needs to make sense at the primary care network level as well as a Kent and Medway-wide level. It was **AGREED** that the Kent and Medway Directors of Public Health should make contact with Optum (which oversees the Kent Integrated Dataset) to see how this can be done.

The STP will play a key role in mediation at a local level to deal with any local disputes and avoid escalation to national regulators. The clear message from NHS England is that escalation will be seen as a system failure.

Long Term Plan

The Long Term Plan (<https://www.longtermplan.nhs.uk/wp-content/uploads/2019/01/nhs-long-term-plan.pdf>) was published on 7 January 2019. Further guidance on the Plan is due to be published over the next few weeks.

The STP will need to set out how it will deliver against the Long Term Plan (LTP) themes, namely:

- A new service model (Primary Care Networks, MDTs, Integrated Care Partnerships)
- Prevention and inequalities (with a particular focus on smoking, obesity, and alcohol)
- Care quality and outcomes improvement (with a particular focus on children and young people, mental health, autism and LD, cancer, CVD, diabetes and respiratory disease)
- Workforce
- Digital
- Finance (including productivity) – five specific tests to be met
- ICS development

It was felt that significant support was required for Integrated Care System and Integrated Care Partnerships development, as part of the System Transformation programme in 19/20. It was **AGREED** that a paper on resources for the System Transformation programme covering these items should be brought to the next meeting.

Regarding children and young people (CYP), members felt that in order to align CYP commissioning, a move to the single commissioner is required. This should include specialist CYP commissioning (although this is yet to be devolved from NHS England). It was **AGREED** that a paper outlining the steps to achieving this should come to Programme Board in March or April.

4. Estates Strategy Update and Strategic Capability

Rebecca Spore presented the recommendations received from NHS England and NHS Improvement on the Kent and Medway Estates Strategy and STP Wave 4 Capital submissions and outlined proposals on how the Estates Workstream is to be resourced.

The Estates Strategy submitted in July 2018 was scored as 'Improving'. This meant that the broad themes of the document are good, however, further detail is required on the implementation of these concepts (i.e. building the ability to deliver) and alignment to clinical

strategies. The South East Coast Ambulance Service (SECamb) were successful in securing £6.5m for their Medway Make Ready Centre but no other KMSTP scheme received capital.

Final release of STP capital will be dependent on estates strategies being assessed as sufficiently robust; the next iteration of the strategy will need to be assessed as 'good' as a minimum in order to access funding.

The Estates workstream priorities for 2019/20 are:

- Capital Disposals
- Local Area Asset Reviews
- Strategic Commissioner Workstream
- Estates Strategy resubmission
- Capital Projects Delivery

On capital disposals, Rebecca explained that Naylor disposals target set for Kent and Medway was £85m. After the property forecasts from NHS Property Services and local trusts plus receipts already realising, a shortfall of £47m still remains. There is a need to do much more to capture all planned disposals, and also have a common process for valuing assets.

It was highlighted that there was no mention of how private sector developers can be utilised in delivering the Estates strategy. It was suggested that a paper is drafted for a future Programme Board to outline how other areas around the country are considering at this issue.

It was also suggested that estates map should be developed to identify where investment is required. Clinical strategy priorities can also be overlaid on this map, to produce an agreed list of top strategic priorities. It was **AGREED** that a list of key individuals needs to be pulled together which Estates can engage with in order to develop this map.

5. STP Financial Position

Members noted the brief summary of the Kent and Medway month eight financial position for 2018/19.

The current report includes information from published data, which is often out of date. It was **AGREED** that the STP would seek the agreement of chief executives to share their most up to date financial position with their partner organisations.

6. Chief Executive's Report

EU Exit Update

An update was received on the work to ensure that the health services were ready for EU Exit, including preparedness for the implications of a possible 'no deal' exit. The NHS is working closely with local authority partners and national teams. The focus has been on understanding key risks and how these can be mitigated, as well as ensuring current arrangements are fit for purpose for managing the period around the EU Exit.

Namely, the focus will be on making sure existing business continuity and resilience plans are fit for purpose, rather than developing entirely new plans. This will ensure alignment with existing arrangements and protocols.

Papers for information

Papers for information included and update from Professor Chris Holland from the Kent and Medway Medical School on progress to date and the requirements from the University Hospitals Association for recognition as a University Teaching Hospital.

This was noted.

Forward Plan

The Forward Plan will be reviewed by Glenn and the STP PMO in the light of the decisions made at this meeting to bring a number of papers back to the meeting on 5 March.

7. Minutes and Actions from the last meeting, AOB

Actions from January meeting

Action	Owner	Deadline
PWC to be asked to update the STP Funding Gap Assessment to take account of new allocations, ahead of its incorporation into the Kent and Medway response to the Long Term Plan In progress – not yet due	Andrew Scott-Clark	31 March 2019
Add the Operating Plan and the Long Term Plan to the February Programme Board agenda for discussion Completed	STP PMO	5 February 2019
Add a column to the next financial position report, showing the elements of risk / sensitivity analysis Action updated – see below	Phil Cave	5 February 2019

Any Other Business

None.

The meeting ended at 12:10

ACTIONS – to be reviewed at the next meeting

Action	Owner	Deadline
Bring a fuller workforce implementation plan with clear goals and actions, and also a dashboard to show progress when the plan returns to a future Programme Board meeting	Anne Tidmarsh / Rebecca Bradd	7 May 2019
Reflect the funding for the primary care workstream (GP Forward Plan funds) in the STP budget	Ravi Baghirathan	5 March 2019
Make contact with Optum (which oversees the Kent Integrated Dataset) to see how the Joint Strategic Needs Assessment (JSNA) can include data at primary care network level as well as a Kent and Medway-wide level	Andrew Scott- Clarke / James Williams	5 March 2019
Draft paper on resources for the System Transformation programme (covering Integrated Care System and Integrated Care Partnerships development) for the next Programme Board meeting	Simon Perks	5 March 2019
Draft a paper for Programme Board outlining the steps toward moving to a single children and young people's commissioner (including specialist commissioning).	Rachel Jones	2 April 2019
Compile a list of key individuals which the Estates workstream can engage with in order to develop a map of strategic estates priorities.	Ian Ayres / Caroline Selkirk	5 March 2019
Seek the agreement of chief executives to share their most up to date financial position with STP partner organisations	STP PMO	5 March 2019

ATTENDEES

Organisation	Name	Role
Dartford and Gravesham NHS Trust	Louise Ashley	Chief Executive
East Kent Hospitals University NHS Foundation Trust	Susan Acott	Chief Executive, STP Digital SRO
Healthwatch Kent	Steve Inett	CEO Healthwatch Kent, Chair of Patient and Public Advisory Group
Kent & Medway Sustainability & Transformation Partnership	Donna Carr	Programme Manager
Kent & Medway Sustainability & Transformation Partnership	Glenn Douglas	Chief Executive and Strategic Commissioner, STP SRO System Transformation
Kent & Medway Sustainability & Transformation Partnership	Julia Rogers	Director, Communications & Engagement
Kent & Medway Sustainability & Transformation Partnership	Michael Ridgwell	Programme Director, STP Communications & Engagement SRO
Kent and Medway NHS and Social Care Partnership Trust	Helen Greatorex	Chief Executive and SRO, Mental Health
Kent Community Health NHS Foundation Trust	Gerard Sammon	Director of Strategy (deputising for Paul Bentley)
Kent County Council	Allison Duggal	Assistant Director of Public Health, STP Prevention Workstream Lead
Kent County Council	Graham Gibbens (Cllr.)	Cabinet Member for Adult Social Care and Public Health
Kent County Council	Paul Carter	Leader of the Council
Kent County Council	Anne Tidmarsh	Director Partnerships Adult Social Care and Health (deputising for Penny Southern)
Kent Local Medical Committee (LMC)	Gaurav Gupta	Chair
Kent Local Medical Committee (LMC)	Mike Parks	GP Representative
Maidstone and Tunbridge Wells NHS Trust	Miles Scott	Chief Executive
Medway NHS Foundation Trust	Diana Hamilton-Fairley	Director of Strategy, STP Clinical and Professional Board Co-Chair

Organisation	Name	Role
Medway Unitary Authority	James Williams	Director of Public Health, STP Prevention SRO
Medway Unitary Authority	Neil Davies	Chief Executive
Medway Unitary Authority / Medway Health & Wellbeing Board	David Brake (Cllr.)	Portfolio Holder for Adult Services / Chairman
NHS East Kent CCGs	Caroline Selkirk	Managing Director, STP Local Care and East Kent SRO
NHS Improvement	Suzanne Cliffe	Head of Delivery and Improvement, South (East)
NHS Medway and North West Kent CCGs	Ian Ayres	Managing Director
NHS West Kent CCG	Bob Bowes	CCG Clinical Chair, STP Strategic Commissioner Steering Group

Present:

Kent & Medway Sustainability & Transformation Partnership	Ravi Baghirathan	Director of STP Operations
Kent & Medway Sustainability & Transformation Partnership	Inderjit Chana	Programme Manager
Kent County Council	Jo Frazer	Adult Social Care and Health STP Lead
Kent & Medway Sustainability & Transformation Partnership	Rebecca Bradd	Workforce Programme Director
Kent County Council	Rebecca Spore	Director of Infrastructure

APOLOGIES

Organisation	Name	Role
NHS Swale CCG	Fiona Armstrong	Clinical Chair, STP Clinical and Professional Board Co-Chair
East Kent Hospitals University NHS Foundation Trust	Phil Cave	Executive Director of Finance, Chair of STP Finance Group
Kent Community Health NHS Foundation Trust	Paul Bentley	Chief Executive
Kent County Council	Andrew Scott-Clark	Director of Public Health, STP Prevention SRO
Medway Unitary Authority	Alan Jarrett (Cllr.)	Leader of the Council
Kent County Council	Penny Southern	Acting Corporate Director for Adult Social Care and Health
NHS England	Paul Hyde	Director of Finance (South East)
Medway NHS Foundation Trust	James Devine	Chief Executive