

MINUTES

Meeting	ICS/STP Partnership Board
Date and time	10:00 to 12:00, Tuesday 7 January 2020
Location	Activation Room, The Village Hotel, Castle View, Forstal Road, Maidstone, ME14 3AQ
Chair	David Highton, Interim Chair of Kent and Medway STP

Discussion points and key decisions

1. Welcome, Introductions and Declarations of Interests

- 1.1. David Highton welcomed members to the meeting
- 1.2. There were no declarations of interest.
- 1.3. Apologies were noted as per page 11 of this document.

2. Minutes and Actions from 5 November 2019

- 2.1. Members agreed the minutes from the meeting on the 5th November were an accurate record.
- 2.2. The outstanding actions have been completed and closed.

3. Operational and programme planning for 20/21

- 3.1. Michael Ridgwell advised members that the system is still awaiting national guidance for the operational and programme planning piece but this is to be expected shortly. In the interim, the deadlines assumed in the paper will be used.
- 3.2. Lisa Keslake presented a brief update on the Long Term Plan submission which was approved by NHS England & Improvement and received a strong overall rating; whilst noting there should be time to reflect on the areas that need further development:
 - Activity modelling
 - Digital
 - Urgent and Emergency Care and planned care

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- 3.3. Some of the operational and programme planning for 20/21 has already been undertaken in the Long Term Plan work. The Integrated Care Partnership (ICP) narratives are not being nationally driven but are key in making the plans resonate with local populations.
- 3.4. It is understood that the ICPs are at different maturities but the ICP working groups will be having discussions around prioritisation.
- 3.5. Neil Davies wanted clarity around where social care fits in to the plans as this links in with the local care work and is funded by the local authorities. He was keen to ensure that the social care finances would not be impacted by health care plans.
- 3.6. David Brake informed members that Medway Foundation Trust and Medway Unitary Authority had some of the best discharge rates in the country and were keen to share the learning from this with the wider system. However, he was concerned that having one overarching plan could impact on the success already being seen in Medway.
- 3.7. Lisa Keslake informed members that there is work being undertaken to map activities to Kent and Medway system wide or local priorities.

ACTION: Lisa Keslake to share the activity mapping document to members.

- 3.8. Members wanted work to be undertaken around forming a consistent approach to demand and capacity planning including an agreed methodology.

ACTION: Finance and Activity Modelling group to take work forward on a consistent demand and capacity approach.

- 3.9. Members discussed their preferred approach to signing off the organisational and programme planning work and agreed with the socialisation plans. The Partnership Board ENDORSED the plans and are to take them back to their organisations for official approval.
- 3.10. Paul Stevens advocated the plans going to the Clinical and Professional Board for some clinical input.

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4. Contracting approach for 20/21

- 4.1. Ivor Duffy presented to members plans to align contracting across the Kent and Medway system whilst noting that the schedules will differ across each of the ICPs.
- 4.2. There are plans in train to standardise a single contract to be held with London and tertiary trusts and how the contracts will roll over including one month's notice. There is a risk of some contractual challenges.
- 4.3. Members discussed how the future contracting arrangements would work practically. James Lowell suggested that there should be a Memorandum of Understanding drawn up to lay out how the contract functions would work across different localities.
- 4.4. Steve Inett advised members that Healthwatch have been undertaking work on minimising service disruption for patients during contractual changes. This report is with Simon Perks.
- 4.5. David Highton suggested that an alliance agreement would be the next logical step in the process, with the space for mid-year changes and flexibility including how to involve South East Coast Ambulance Service in the changes as their footprint is wider than Kent and Medway.
- 4.6. There are strategic conversations ongoing on agreeing the basics of commissioning standards across the system but there needs to be some assurance that the ICPs are all moving in the same direction.
- 4.7. There needs to be a change in behaviours alongside the contractual changes and this needs to be included in the ongoing Organisational Development (OD) work including sharing the learning from Kent County Council who have used alliance agreements successfully for 3 years.

ACTION: An extra meeting of the Partnership Board to be held in February 2020 to discuss operational and programme planning and contracting only.

ACTION: Ivor Duffy to produce a paper for the additional meeting highlighting the contracting gaps across the system.

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5. Look back on progress to date and quarter 4 priorities

- 5.1. Beckie Burn presented an update on the STP programmes mid-year review outputs, noting that it was agreed at a previous partnership board not to include an urgent and emergency care workstream.
- 5.2. The STP is over-delivering against 19/20 plans including huge successes for the productivity workstream.
- 5.3. The whole Kent and Medway system will have a single Aspyre contract starting from 1st April 2020 which will enable a whole system view of progress.
- 5.4. Beckie Burn noted that there is still a problem with showing benefits realised due to a lack of data.

ACTION: Tom Stevenson and comms team to include good news stories with the publication of the Long Term Plan response.

- 5.5. Rachel-Louise Barlow (NHS E) reported favourably in terms of the progress being made against the condition set for the CCG merger, with good progress being made.
- 5.6. Beckie Burn also included an update on the Primary Care Network Specifications which is being consulted on until the 15th January 2020.
- 5.7. There is no further funding available for Primary Care Network (PCN) development and it is expected that the CCGs will be reinvesting funding which is causing concern.
- 5.8. Mike Parks warned members that there is a risk that these new PCN specifications will not land well with the primary care community and could prove a challenge for the Kent and Medway PCNs. Gaurav Gupta added that the process for the new specifications has been unusual and that this may not be the final specifications.
- 5.9. Beckie Burn confirmed that the STP Clinical and Professional Board will respond to the consultation.

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6. Primary and local care governance changes

- 6.1. Beckie Burn showed members the proposed governance changes to the primary and local care workstreams, including the merger of the boards, with the caveat that it could not be signed off due to other comments made. The changes are transitional and do not reflect statutory duties.
- 6.2. The new merged board will be clinically led, maintaining the current co-chair arrangement from the existing primary care board, and will have a role in supporting PCN representatives to progress as leaders.
- 6.3. The new governance structure will be discussed at the clinical directors' conference taking place on 30th January 2020.

ACTION: Beckie Burn to take governance changes to ICP working group to discuss how the changes fit together with the changes in ICPs.

- 6.4. Members SUPPORTED the changes to governance, in principle.

ACTION: Beckie Burn to recirculate paper with amendments for virtual sign off from Partnership Board.

7. Accountable Officer Appointment

- 7.1. Members ENDORSED the appointment of the new accountable officer for Kent and Medway who is due to start on the 10th February 2020 following the national and regional processes concluding.
- 7.2. The new accountable officer is having regular calls with the senior management team and Glenn Douglas is progressing the management changes.

8. Chief Executive's Update

Kent and Medway STP Month 7 Finance Report

- 8.1. Glenn Douglas updated members of the Partnership Board on the Month 7 position for the STP which is broadly on target but advised that there are some risks but Ivor Duffy and colleagues are in the process of

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reviewing these and working with colleagues to identify mitigations.

Kent & Medway Medical School Update

- 8.2. Miles Scott is chairing the Kent and Medway STP engagement group with the first meeting convening in January.
- 8.3. The GMC visit in December was positive and they were impressed with the collective action from members and the Kent and Medway Medical School is back on standard accreditation process.

System Assurance Process

- 8.4. Kent and Medway have arranged assurance days with NHS England & Improvement occurring on a quarterly basis which will help eliminate duplication and is a big step towards Kent and Medway achieving Integrated Care System status.
- 8.5. Members AGREED this process.

Kent and Medway Stroke Programme Update

- 8.6. The Stroke programme judicial review concluded in December 2019 and the team are now awaiting the ruling.
- 8.7. The stroke team are still continuing to plan for implementation but time is being lost whilst waiting for the decision.
- 8.8. There will be a response from the Secretary of State regarding the Independent Reconfiguration Panel but this is expected to be after the judicial review ruling.

9. Any Other Business

- 9.1. David Highton and the members of the Partnership Board wanted to formally thank Glenn Douglas for all his hard work during his time with the STP and CCGs and to wish him good luck for the future as this is his last Partnership Board meeting.

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- 9.2. Members NOTED the items escalated from the STP Clinical and Professional Board and Caroline Selkirk urged members attend the outcomes based healthcare workshop on 9th January.

- 9.3. Andrew Scott-Clark advised members that the Kent County Council strategic statement consultation has been circulated and for them to engage with it.

Meeting closed at 11.59.

ACTIONS – to be reviewed at the next meeting

Action	Owner	Deadline
Activity mapping document to be shared with members.	Lisa Keslake	February 2020
Finance and Activity Modelling group to take work forward on a consistent demand and capacity approach.	Ivor Duffy	February 2020
An extra meeting of the Partnership Board to be held in February 2020 to discuss operational and programme planning and contracting only.	Lexy Young & Michael Ridgwell	February 2020
A paper to be produced for the extraneous meeting highlighting the contracting gaps across the system.	Ivor Duffy	February 2020
Comms team to include good news stories with the publication of the Long Term Plan response.	Tom Stevenson	February 2020
Local and Primary care governance changes to be taken to ICP working group to discuss how the changes fit together with the changes in ICPs.	Beckie Burn	February 2020
Local and Primary care governance slides to be amended following comments and recirculated to members for virtual sign off.	Beckie Burn	February 2020

ATTENDEES

Name	Role	Organisation
David Highton	Interim Chair	Kent & Medway Sustainability & Transformation Partnership
Alan Jarrett	Leader of the Council	Medway Unitary Authority
Andrew Scott-Clark	Director of Public Health, Prevention SRO	Kent County Council
Beckie Burn	Assistant Director of Operations	Kent & Medway Sustainability & Transformation Partnership
Bob Bowes	CCG Clinical Chair	NHS West Kent CCG
Caroline Selkirk	Managing Director – East Kent CCGs, Local Care SRO	NHS East Kent CCGs
David Brake (Cllr.)	Portfolio Holder for Adult Services, Chairman	Medway Unitary Authority, Medway Health & Wellbeing Board
Gaurav Gupta	Chair	Kent Local Medical Committee
Glenn Douglas	Chief Executive and Accountable Officer for Kent & Medway CCGs	Kent & Medway Sustainability & Transformation Partnership
Ian Ayres	Managing Director	NHS Medway and North West Kent CCGs
Ivor Duffy	Chief Finance Officer	NHS East Kent CCGs
James Lowell	Director of System Transformation	Medway & Swale ICP
James Williams	Director of Public Health, Prevention SRO	Medway Council
Lexy Young	Programme	Kent & Medway Sustainability

Name	Role	Organisation
	Administrator	& Transformation Partnership
Lisa Keslake	Director of Strategic planning and development	Kent & Medway Sustainability & Transformation Partnership
Michael Ridgwell	Deputy Chief Executive	Kent & Medway Sustainability & Transformation Partnership
Mike Parks	Senior Primary Care Advisor	Kent & Medway Sustainability & Transformation Partnership
Miles Scott	Chief Executive	Maidstone & Tunbridge Wells NHS Trust
Neil Davies	Chief Executive	Medway Council
Paul Stevens	Co-Chair, Medical Director	Clinical & Professional Board, East Kent Hospitals University Foundation Trust
Penny Southern	Director of Adult Social Care	Kent County Council
Rachel-Louise Barlow	Deputy Director of System Strategy (Deputising for David Radbourne)	NHS England & Improvement
Roger Gough	Leader of the Council	Kent County Council
Steve Inett	Chief Officer	Healthwatch
Tom Stevenson	Acting Director of Comms and Engagement	Kent & Medway Sustainability & Transformation Partnership

APOLOGIES

Name	Role	Organisation
Fiona Armstrong	Clinical Chair, STP Clinical and Professional Board Co-Chair	NHS Swale CCG
Helen Greatorex	Chief Executive, Mental Health SRO	Kent and Medway NHS and Social Care Partnership Trust
David Radbourne (Rachel-Louise Barlow Deputising)	Regional Director of Strategy and Transformation	NHS England and NHS Improvement – South East Region
Susan Acott	Chief Executive, Digital SRO	East Kent Hospitals University NHS Foundation Trust
Louise Ashley	Chief Executive	Dartford and Gravesham NHS Trust