

**South Yorkshire and Bassetlaw Sustainability and Transformation  
Partnership**

**Collaborative Partnership Board**

**Minutes of the meeting of**

**12 January 2018**

**The Boardroom, NHS Sheffield CCG  
722 Prince of Wales Road, Sheffield, S9 4EU**

**Decision Summary**

<b>Minute reference</b>	<b>Item</b>	<b>Action</b>
<b>6/18</b>	<p><b>Public Health Dashboard</b></p> <p>Lisa Wilkins agreed to liaise with Chris Edwards outside this meeting to discuss the evaluation work vis-à-vis the health and social prescribing indicators (step 1 of the next steps identified above).</p> <p>The Chair will meet with Helen Stevens to discuss the formulation of a successful intervention that SYB ACS could implement and promote in our shadow phase, this subject will be discussed at a future meeting.</p> <p>The Chair and Lisa Wilkins will discuss the level of clarity required in the development the public health dashboard.</p>	<p>Lisa Wilkins</p> <p>The Chair /Helen Stevens</p> <p>The Chair/Lisa Wilkins</p>
<b>8/18</b>	<p><b>Communications and Engagement</b></p> <p>The Chair requested Helen Stevens to produce a draft communication and engagement plan to share with members regarding the launch of the shadow ACS in April.</p>	<p>Helen Stevens</p>
<b>9/18</b>	<p><b>Finance Update</b></p> <p>A query was made regarding tranche one of winter monies vis-à-vis the control totals and Jeremy Cook agreed to gain clarification from the national team and report this information back to members.</p>	<p>Jeremy Cook</p>
<b>10/18</b>	<p><b>Hospital Services Review Update</b></p> <p>Alexandra requested that members should forward any</p>	

	<p>comments directly to her regarding the Stage 1B report by Monday, 15<sup>th</sup> January 2018. A revised version based upon the comments received will be drawn up and circulated to members next week.</p> <p>The Chair added that he will liaise with Helen Stevens regarding the issues identified in comments from members at this meeting.</p>	<p>All</p> <p>Alexandra Norrish</p> <p>The Chair/Helen Stevens</p>
<b>11/18</b>	<p><b>Draft workforce strategy for England</b></p> <p>Mike Curtis and Kevan Taylor volunteered to draft a response via the Local Workforce Action Board and would bring the draft to a Collaborative Partnership Board for members to approve.</p>	<p>Mike Curtis and Kevan Taylor</p>

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Name	Organisation	Designation	Present	Apologies	Deputy for
Sir Andrew Cash CHAIR	South Yorkshire and Bassetlaw ACS	ACS Lead/Chair, Sheffield Teaching Hospitals NHS FT, CEO	✓		
Adrian Berry	South West Yorkshire Partnership NHS FT	Deputy Chief Executive		✓	
Adrian England	Healthwatch Barnsley	Chair	✓		
Ainsley Macdonnell	Nottinghamshire County Council	Service Director	✓		Anthony May CEO
Alison Knowles	Locality Director North of England,	NHS England	✓		
Alan Davis	South West Yorkshire Partnership NHS FT	Director of Human Resources	✓		Adrian Berry
Alexandra Norrish	South Yorkshire and Bassetlaw ACS	Programme Director – Hospital Services Review	✓ (pt)		
Andrew Hilton	Sheffield GP Federation	GP		✓	
Anthony May	Nottinghamshire County Council	Chief Executive		✓	
Ben Jackson	Academic Unit of Primary Medical Care, Sheffield University	Senior Clinical Teacher	✓		
Catherine Burn	Voluntary Action Representative	Director		✓	
Chris Edwards	NHS Rotherham Clinical Commissioning Group	Accountable Officer	✓		
Chris Holt	The Rotherham NHS FT	Deputy Chief Executive & Director of Strategy and Transformation	✓		Louise Barnett
Chris Welsh	South Yorkshire and Bassetlaw ACS	Independent Lead - Hospital Services Review	✓ (pt)		
Des Breen	Working Together Partnership Vanguard	Medical Director	✓		
Diana Terris	Barnsley Metropolitan Borough Council	Chief Executive		✓	
Greg Fell	Sheffield City Council	Director of Public Health	✓		John Mothersole CEO
Frances Cuning	Yorkshire & the Humber PHE Centre	Deputy Director – Health & Wellbeing	✓		

David Purdue	Doncaster & Bassetlaw Teaching Hospitals NHS FT	Deputy Chief Executive/COO	✓		Richard Parker
George Critchley	Sheffield Children's Hospital NHS Foundation Trust	Senior Communications Officer	✓		
Gilly Brenner	South Yorkshire and Bassetlaw ACS	Public Health Registrar	✓		
Helen Stevens	South Yorkshire and Bassetlaw ACS	Associate Director of Communications & Engagement	✓		
Idris Griffiths	NHS Bassetlaw Clinical Commissioning Group	Accountable Officer	✓		
Jackie Pederson	NHS Doncaster Clinical Commissioning Group	Accountable Officer	✓		
Jane Anthony	South Yorkshire and Bassetlaw ACS	Corporate Committee Administrator, Executive PA & Business Manager	✓		
Janette Watkins	Working Together Partnership Vanguard	Director	✓		
Janet Wheatley	Voluntary Action Rotherham	Chief Executive	✓		
Jeremy Cook	South Yorkshire and Bassetlaw ACS	Interim Director of Finance	✓		
John Mothersole	Sheffield City Council	Chief Executive		✓	
John Somers	Sheffield Children's Hospital NHS Foundation Trust	Chief Executive	✓		
Jo Miller	Doncaster Metropolitan Borough Council	Chief Executive		✓	
Julia Burrows	Barnsley Council	Director of Public Health	✓		
Julia Newton	NHS Sheffield CCG	Director of Finance		✓	
Kathryn Singh	Rotherham, Doncaster and South Humber NHS FT	Chief Executive		✓	
Kevan Taylor	Sheffield Health and Social Care NHS FT	Chief Executive	✓		
Lesley Smith	NHS Barnsley Clinical Commissioning Group	SYB ACS System Reform Lead, Chief Officer, NHS Barnsley CCG	✓		
Lisa Kell	South Yorkshire and Bassetlaw ACS	Director of Commissioning Reform		✓	
Lisa Wilkins	South Yorkshire and Bassetlaw ACS	Consultant in Public Health Medicine	✓		
Louise Barnett	The Rotherham NHS Foundation Trust	Chief Executive		✓	
Maddy Ruff	NHS Sheffield Clinical Commissioning Group	Accountable Officer		✓	
Matthew Groom	NHS England Specialised Commissioning	Assistant Director		✓	
Matthew Sandford	Yorkshire Ambulance Service NHS Trust	Associate Director of Planning & Development		✓	Rod Barnes
Mike Curtis	Health Education England	Local Director	✓		
Neil Taylor	Bassetlaw District Council	Chief Executive	✓		
Paul Moffat	Doncaster Children's Services Trust	Director of Performance, Quality and Innovation		✓	

Paul Smeeton	Nottinghamshire Healthcare NHS Foundation Trust	Chief Operating Executive		✓	
Richard Henderson	East Midlands Ambulance Service NHS Trust	Chief Executive		✓	
Richard Jenkins	Barnsley Hospital NHS Foundation Trust	Chief Executive	✓		
Richard Parker	Doncaster and Bassetlaw Teaching Hospitals NHS FT	Chief Executive		✓	
Richard Stubbs	The Yorkshire and Humber Academic Health Science Network	Acting Chief Executive	✓		
Rob Webster	South West Yorkshire Partnership NHS FT	Chief Executive		✓	
Rod Barnes	Yorkshire Ambulance Service NHS Trust	Chief Executive		✓	
Roger Watson	East Midlands Ambulance Service NHS Trust	Consultant Paramedic Operations	✓		Richard Henderson
Rupert Suckling	Doncaster Metropolitan Borough Council	Director of Public Health	✓		
Ruth Hawkins	Nottinghamshire Healthcare NHS FT	Chief Executive		✓	
Sharon Kemp	Rotherham Metropolitan Borough Council	Chief Executive		✓	
Simon Morrill	Chesterfield Royal Hospital	Chief Executive		✓	
Steve Shore	Healthwatch Doncaster	Chair		✓	
Tim Moorhead	NHS Sheffield Clinical Commissioning Group	Clinical Chair		✓	
Victoria McGregor-Riley	NHS Bassetlaw CCG	Director of Primary Care		✓	
Will Cleary-Gray	South Yorkshire and Bassetlaw ACS	Sustainability & Transformation Director	✓		

Minute reference	Item	Action
1/18	<b>Welcome and introductions</b> The Chair welcomed members to the meeting.	
2/18	<b>Apologies for absence</b> The Chair noted the apologies for absence.	
3/18	<b>Minutes of the previous meeting held 8<sup>th</sup> December 2017</b> The minutes of the previous meeting were agreed as a true record.	
4/18	<b>Matters arising</b> Will Cleary-Gray added that a matrix will be produced and circulated following Collaborative Partnership Board meetings.	

	<p>The matrix will guide members on the dissemination of papers post CPB meetings helping to ensure there is consistent communication of information across the ACS and that members of Governing Bodies and Boards are well informed.</p> <p><b>Integrated Operational Report</b> Richard Jenkins informed members that he is working through this issue with support from Sheffield Teaching Hospitals.</p> <p><b>Workstream Priorities:</b></p> <p><b>Estates</b> Chris Edwards informed members that the estates workstream is still awaiting the publication of the Estates National Guidance which has been deferred.</p> <p><b>Finance</b> Jeremy Cook is working on the early stages of the analytical review and he will involve Richard Jenkins (and others) at the appropriate stage of the review.</p>	
<p>5/18</p>	<p><b>National Update</b></p> <p><b>CEO ACS Report</b></p> <p>The Chair gave his Chief Executive Officer report to the meeting.</p> <p>This monthly report provides members with an update on:</p> <ul style="list-style-type: none"> <li>• The work on the ACS CEO over the last month.</li> <li>• A number of key priorities not covered elsewhere on the agenda.</li> </ul> <p>In addition to his report the Chair added the following updates:</p> <p>The Chair informed members that the work of SYB ACS could be divided into the three following elements for the 2018-19 year:</p> <ol style="list-style-type: none"> <li>1. Issues for the ACS.</li> <li>2. Issues that are business as usual for partners.</li> <li>3. Transformation issues.</li> </ol> <p>The Chair added that everyone should ensure they have exact clarity regarding the aforementioned three elements.</p> <p>The Chair highlighted that in the next twelve months the ACS will be:</p> <ul style="list-style-type: none"> <li>• establishing its management structure and its way of operating,</li> <li>• implementing the Hospital Service Review,</li> <li>• commissioning reform and establishing partnerships in 'place',</li> <li>• ensuring that its constitution rights and financial basis are</li> </ul>	

- firmly established,
- beginning to work on a small number of key transformational issues.

The Chair added that central government is keen for SYB ACS to succeed.

The Chair noted that it is important for the ACS to be ready and able to engage in anything in 2018-2019.

The Chair informed members that SYB ACS has met with Greater Manchester ACS to share learning and establish strong relationships as both develop and mature.

Lesley Smith updated members on the ACS Development Day that she attended on 13<sup>th</sup> December 2017 in London. The event brings together the eight ACSs in England. The members present on the day discussed the various elements of being an ACS e.g. they noted that guidance was required regarding the size of the footprint to be an ACS, the specialised commissioning functions required, regulations in the future and capacity to take on regulations and functions, terminology concerning accountable care and the confusion with the USA model, how models of ACSs are unfolding and what they could look like in the future. SYB ACS was in the spotlight on the day as the oversight framework of SYB ACS was presented at the event. She added that looking into the future it was likely that there will be 18 ACSs across the whole of England.

Alison Knowles added that NHSE/I will need to draw out a nomenclature for the future to identify exactly what is required as a system and what is required as a partnership.

The Chair noted that SYB ACS would await the nomenclature from NHSE/I.

### **SYB ACS Workshop**

The Chair informed members that the ACS workshop is planned for 2<sup>nd</sup> February 2018 at the New York Stadium in Rotherham. The invitations to this workshop will be revisited as it has been decided to have two workshops, the first workshop would be a small group of Chief Executives and Accountable Officers followed by a second workshop, invitations to the second workshop will be extended to a wider group of stakeholders.

### **2018/2019**

The Chair informed members that NHSE/I has asked for thoughts from the ACSs moving from a conceptual model into an integrated ACS and how this would affect the governance of the ACS.

The Chair gave a short presentation entitled 'Integrated ACS vision system and place', and information contained therein identified:

	<ul style="list-style-type: none"> <li>• Integrated SYB ACS – Vision System</li> <li>• Integrated SYB ACS – Place vision</li> <li>• Emerging ACS priorities and functions</li> <li>• Focus areas for the SYB system working together in phase 1 – 2018/19</li> <li>• Maturing ACS governance identifying the current governance arrangements for the ACS and ACPs in 2017-18 and giving draft options for 2018/19 for phase 1.</li> </ul> <p>Will Cleary-Gray added that the Audit Chairs and Governance Group met in December 2018 and started preparatory discussions around future governance of the ACS and we will share our current thinking with NHSE/I.</p> <p>The Chair said that there are a number of items that need to be worked through regarding the future governance of SYB ACS and this subject will be discussed and developed at the workshop on 2<sup>nd</sup> February 2018.</p> <p>The Collaborative Partnership Board noted the update.</p>	
<p><b>6/18</b></p>	<p><b>Public Health Dashboard</b></p> <p>The Chair invited Greg Fell and Lisa Wilkins to present the public health dashboard information to the meeting.</p> <p>Greg Fell informed members that the public health dashboard is currently work in progress. The dashboard has been developed with Lisa Wilkins and it sets out the key SYB ACS actions that will give the largest impact in terms of public health.</p> <p>The dashboard is a first draft and more information will be added to give a more fuller picture regarding public health before the workshop on 2<sup>nd</sup> February 2018.</p> <p>Lisa Wilkins gave her presentation to the meeting.</p> <p>She highlighted that the dashboard has three sections:</p> <ol style="list-style-type: none"> <li>1. Population /deprivation and overarching health outcomes.</li> <li>2. System wide public health priorities – focus on collective action.</li> <li>3. Place based wider determinants and health improvement – local priorities.</li> </ol> <p>Lisa informed members that the next steps will be to:</p> <ol style="list-style-type: none"> <li>1. Confirm work and health and social prescribing indicators.</li> <li>2. Find out Public Health England publishing timetable and agree reporting frequency / timing.</li> <li>3. Incorporate into overall ACS dashboard and format accordingly.</li> <li>4. Identify analytical capacity to populate.</li> </ol>	

	<p>The Chair thanked Greg Fell and Lisa Wilkins for the excellent work they had produced and indicated that SYB ACS should seek to create a simple public health dashboard.</p> <p>Discussion ensued regarding the interventions that SYB ACS could progress in 2018/19 that would produce a positive public health impact. Members agreed that smoking cessation would be the primary intervention to progress.</p> <p>A query was raised regarding the reduction of health inequalities and where it would emerge in this dashboard from the data. Greg Fell responded saying that health inequalities should not solely be linked to the healthy lives box, health inequalities must be linked to all workstreams.</p> <p>Lisa Wilkins agreed to liaise with Chris Edwards outside this meeting to discuss the evaluation work vis-à-vis the health and social prescribing indicators (step 1 of the next steps identified above).</p> <p>The Chair will meet with Helen Stevens to discuss the formulation of a successful intervention that SYB ACS could implement and promote in our shadow phase, this subject will be discussed at a future meeting.</p> <p>The Chair and Lisa Wilkins will discuss the level of clarity required in the development the public health dashboard.</p> <p>The Chair thanked Lisa Wilkins and Greg Fell for their attendance at this meeting.</p>	<p>Lisa Wilkins</p> <p>The Chair/ Helen Stevens</p> <p>The Chair/ Lisa Wilkins</p>
<p>7/18</p>	<p><b>Workstream Priorities –</b></p> <p><b>Prevention</b></p> <p>Greg Fell presented the prevention workstream top 3 priorities for the Collaborative Partnership Boards approval as:</p> <ul style="list-style-type: none"> <li>• Embedding the treatment of tobacco dependence in secondary care.</li> <li>• Systematic quality improvement in the identification and management of clinical risk factors for cardiovascular disease.</li> <li>• Expansion of social prescribing.</li> </ul> <p>Greg advised members that each of the workstream top 3 priorities will be developed and delivered through the plans in ‘place’. He added that the priorities are areas of work that are currently being actively taken forward at an ACS programme level.</p> <p>Greg stated that SYB ACS must focus its energies where the need is greatest regarding the 3 top priorities.</p>	

Greg highlighted that there has been a large number of contacts in primary care in previous years regarding tobacco dependence and prevention strategies. However, secondary care has not had the same history or the same level of contacts but it is recognised that secondary care does have a huge role to play in tobacco dependence and prevention strategies.

The Collaborative Partnership Board approved the top 3 priorities for this workstream as presented.

### **Cancer**

Lesley Smith presented the Cancer workstreams top 3 priorities for the Collaborative Partnership Boards approval as:

- Early diagnosis – taking specific action to improve early diagnosis.
- Quality of life – improving quality of life and patient experience for patients following cancer diagnosis and treatment.
- CWT/63 day – delivering the 62 day referral to treatment target and working towards faster diagnosis standard.

The Collaborative Partnership Board approved the top 3 priorities for this workstream as presented.

### **Primary Care**

Karen Curran presented the Primary Care workstream top 3 priorities for the Collaborative Partnership Boards approval as:

- Increased investment in primary care in order to deliver service transformation – national commitment to increase investment into primary care by at least £2.4bn by 2020/2021.
- Wider workforce – national targets to increase, retain and return clinical workforce and introduce new workforce models.
- Local care networks – National: Local Care Networks to be established covering populations of c.30000-50000.

Karen Curran added that a meeting is taking place next week with members from the five Clinical Commissioning Groups to determine if we want to submit one application on a SYB/ACS footprint for the international recruitment and the recruitment of overseas doctors to address some of the workforce issues we have. There are 36 overarching organisations, 5 Clinical Commissioning Groups and one ACS and by aggregating tasks and performing tasks once it will not mean detracting from place but it will mean that added value to the ACS as a whole will be

	<p>achieved.</p> <p>The Collaborative Partnership Board approved the top 3 priorities for this workstream as presented.</p> <p>The Chair thanked the presenters for the information regarding their workstreams top 3 priorities.</p>	
<b>8/18</b>	<p><b>Communications and Engagement</b></p> <p>Helen Stevens updated members on the communications and engagement of SYB ACS. Helen said that the Hospital Services Review had held a very successful event in December 2017. The communications and engagement team will continue to give their ongoing support the Hospital Services Review.</p> <p>Helen added her team will carry on supporting the SYB ACS workstreams. The communications and engagement team will also continue to carefully work through the detail required to produce an updated communications plan for 2018.</p> <p>The Chair requested Helen to produce a draft communication and engagement plan to share with members regarding the launch of the shadow ACS in April.</p> <p>The Chair thanked Helen Stevens for her update.</p>	Helen Stevens
<b>9/18</b>	<p><b>Finance Update</b></p> <p>Jeremy Cook, Interim Director of Finance SYB ACS, presented his finance report to the meeting. The report informs members on a number of items e.g. Directors of Finance meetings and other general updates, capital, winter funding, and financial reporting.</p> <p>The Collaborative Partnership Board noted the contents of the report and in particular the timetable to develop the ACS prioritised capital plan.</p> <p>A query was made regarding tranche one of winter monies vis-à-vis the control totals and Jeremy Cook agreed to gain clarification from the national team and report this information back to members.</p> <p>Lesley Smith raised the point that at 2.2 of the finance report the focus and understanding on the benefits of the emergency department development at Doncaster would not only be to Doncaster but would be to the whole of South Yorkshire.</p> <p>The Chair thanked Jeremy Cook for his report and for presenting the information.</p>	Jeremy Cook

<p><b>10/18</b></p>	<p><b>Hospital Services Review Update</b></p> <p>The Chair welcomed Chris Welsh and Alexandra Norrish to the meeting.</p> <p>Chris Welsh had three key messages to convey at this meeting:</p> <ol style="list-style-type: none"> <li>1. The Hospital Services Review Team are not working to a predetermined plan, they are following information received from clinicians, the public and data.</li> <li>2. The HSR is reviewing the medium to long term sustainability of services and will not be resolving current and new pressures on services.</li> <li>3. The HSR will not be modelling services at a business case level as this is not possible within the time and resources available to the HSR team and also the legalities involved before having to go out to public consultation.</li> </ol> <p>Alexandra Norrish updated the group on progress on the Hospital Services Review (a copy of her presentation will be circulated to members).</p> <p>The report summarises the key problems identified for each of the 5 services, and highlights the main themes for solutions emerging.</p> <p>Alexandra requested that members should forward any comments directly to her regarding the Stage 1B report by Monday, 15<sup>th</sup> January 2018. A revised version based upon the comments received will be drawn up and circulated to members next week.</p> <p>Members made the following comments regarding the Stage 1B report:</p> <ul style="list-style-type: none"> <li>• Hospitals fit into a much broader system and this aspect did not come across in the draft report HSR.</li> <li>• Consideration should be given to the language used when referring to GP thresholds regarding tasks.</li> <li>• Funds should stay in the NHS and therefore the NHS options available should be identified in the report.</li> </ul> <p>Members noted that work should be initiated now to inform the Joint Oversight and Scrutiny Committee and Health and Well Being Boards regarding possible consultation of the final report.</p> <p>The Chair added that he will liaise with Helen Stevens regarding the issues identified in comments from members at this meeting.</p> <p>The Chair thanked Alexandra Norrish and Chris Welsh for their presentation and attendance at this meeting.</p>	<p>All Alexandra Norrish</p> <p>The Chair/Helen Stevens</p>
<p><b>11/18</b></p>	<p><b>Draft workforce strategy for England</b></p> <p>Mike Curtis introduced the workforce strategy for England. Launched by Health Education England (HEE), Facing the Facts, Shaping the Future, A health care workforce strategy for England</p>	

	<p>to 2027, this sets out the proposed strategy to ensure patients have access to the health and care staff they need to provide a high-quality service.</p> <p>Mike Curtis encouraged individual organisations to submit their own response to the draft strategy. However, he added that it would be appropriate for South Yorkshire and Bassetlaw Accountable Care System to forward their organisations response to the draft strategy. Mike Curtis and Kevan Taylor volunteered to draft a response via the Local Workforce Action Board and would bring the draft to a Collaborative Partnership Board for members to approve.</p> <p>The Collaborative Partnership Board duly noted the report and looked forward to receiving the draft response to the strategy at their next meeting.</p>	<p>Mike Curtis and Kevan Taylor</p>
<b>12/18</b>	<p><b>To consider any other business</b></p> <p>There was no other business brought before the meeting.</p>	
<b>13/18</b>	<p><b>Date and Time of Next Meeting</b></p> <p>The next meeting will take place on 9<sup>th</sup> February 2018 at 9.30am to 11.30am in the Boardroom, NHS Sheffield CCG, 722 Prince of Wales Road, Sheffield, S9 4EU.</p>	