

**South Yorkshire and Bassetlaw Shadow Integrated Care System**

**Collaborative Partnership Board**

**Minutes of the meeting of**

**9 November 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>
105/18	<p><b>Mental Health Workstream Progress Update</b> The Board emphasised the importance of sharing good practice and promoting mental health awareness in the workplace and within the SYB ICS i.e links with staff magazines and the ICS website / details projected on screen in GP surgeries. It was agreed to discuss at the next ICS Primary Care Steering Board for discussion.</p>	<p><b>RG</b></p>

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<b>Name</b>	<b>Organisation</b>	<b>Designation</b>	<b>Present</b>	<b>Apologies</b>	<b>Deputy for</b>
Sir Andrew Cash CHAIR	South Yorkshire and Bassetlaw ICS	Chief Executive, SYB ICS	✓		
Adrian England	Healthwatch Barnsley	Chair	✓		
Ainsley Macdonnell	Nottinghamshire County Council	Service Director	✓		
Alison Knowles	Locality Director North of England,	NHS England		✓	
Alan Davis	South West Yorkshire Partnership NHS FT	Director of Human Resources	✓		
Andrew Hilton	Sheffield GP Federation	GP		✓	
Anita Linsdell	Doncaster Council	Head of Business Development	✓		Jo Miller
Anne Gibbs	Sheffield Teaching Hospitals NHS FT	Director of Strategy		✓	
Anthony May	Nottinghamshire County Council	Chief Executive		✓	
Ben Jackson	Academic Unit of Primary Medical Care, Sheffield University	Senior Clinical Teacher	✓		
Brian Hughes	NHS Sheffield Clinical Commissioning Group	Director of Commissioning	✓		Maddy Ruff & Tim Moorhead
Catherine Burn	Voluntary Action Representative	Director		✓	
Chris Edwards	NHS Rotherham Clinical Commissioning Group	Accountable Officer		✓	
Chris Holt	The Rotherham NHS FT	Deputy Chief Executive and Director of Strategy and Transformation		✓	
Clare Hodgson	East Midlands Ambulance Service NHS Trust	Assistant Director of Strategy Development and Commercial Services	✓		
David Pearson	Nottingham County Council	Deputy Chief Executive		✓	
Des Breen	South Yorkshire and Bassetlaw ICS	Medical Director	✓		
Dominic Blaydon	The Rotherham NHS FT	Associate Director of Strategy and Transformation		✓	
Diana Terris	Barnsley Metropolitan Borough Council	Chief Executive		✓	
Giles Ratcliffe	Public Health England	Consultant Specialised Commissioning	✓		Frances Cunning

Greg Fell	Sheffield City Council	Director of Public Health		✓	
Frances Cunning	Yorkshire & the Humber Public Health England Centre	Deputy Director – Health and Wellbeing		✓	
Helen Stevens	South Yorkshire and Bassetlaw ICS	Associate Director of Communications and Engagement	✓		
Ian Atkinson	NHS Rotherham Clinical Commissioning Group	Deputy Chief Officer	✓		Chris Edwards
Idris Griffiths	NHS Bassetlaw Clinical Commissioning Group	Accountable Officer		✓	
Jackie Pederson	NHS Doncaster Clinical Commissioning Group	Accountable Officer	✓		
Janet Wheatley	Voluntary Action Rotherham	Chief Executive		✓	
Jeremy Cook	South Yorkshire and Bassetlaw ICS	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		✓	
Kathryn Singh	Rotherham, Doncaster and South Humber NHS FT	Chief Executive		✓	
Kirsten Major	Sheffield Teaching Hospitals NHS FT	Interim CEO	✓		
Kevan Taylor	Sheffield Health and Social Care NHS FT	Chief Executive		✓	
Leaf Mobb	Yorkshire Ambulance Service	Director of Business Development		✓	
Lesley Smith	NHS Barnsley Clinical Commissioning Group	SYB ICS Deputy System Lead, Chief Officer NHS Barnsley CCG	✓		
Lisa Kell	South Yorkshire and Bassetlaw ICS	Director of Commissioning Reform	✓		
Louise Barnett	The Rotherham NHS FT	Chief Executive	✓		
Maddy Ruff	NHS Sheffield Clinical Commissioning Group	Accountable Officer		✓	
Mags McDadd	South Yorkshire and Bassetlaw ICS	Corporate Committee Administrator, Executive PA and Business Manager	✓		
Mark Janvier	NHS England North		✓		Alison Knowles
Matthew Groom	NHS England Specialised Commissioning	Assistant Director	✓		
Matthew Sandford	Yorkshire Ambulance Service NHS Trust	Associate Director of Planning and Development		✓	
Mike Curtis	Health Education England	Local Director		✓	
Moira Dumma	NHS England	Director of Commissioning		✓	

		Operations			
Neil Priestley	Sheffield Teaching Hospitals NHS FT	Director of Finance		✓	
Neil Taylor	Bassetlaw District Council	Chief Executive		✓	
Paul Moffat	Doncaster Children's Services Trust	Director of Performance, Quality and Innovation		✓	
Patrick Birch	Doncaster Metropolitan Borough Council	Strategic Lead for Adult Transformation		✓	
Paul Smeeton	Nottinghamshire Healthcare NHS Foundation Trust	Executive Director	✓		
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	Chief Executive	✓		
Rob Webster	South West Yorkshire Partnership NHS FT	Chief Executive		✓	
Rod Barnes	Yorkshire Ambulance Service NHS Trust	Chief Executive	✓		
Rupert Suckling	Doncaster Metropolitan Borough Council	Director of Public Health		✓	
Ruth Hawkins	Nottinghamshire Healthcare NHS FT	Chief Executive		✓	
Sandra Crawford	Nottinghamshire Healthcare NHS FT	Associate Director of Transformation Local Partnerships Division		✓	
Sarah Halstead	NHS England Specialised Commissioning	Senior Service Specialist and RightCare Associate		✓	
Sharon Kemp	Rotherham Metropolitan Borough Council	Chief Executive		✓	
Simon Morritt	Chesterfield Royal Hospital NHS FT	Chief Executive		✓	
Steve Shore	Healthwatch Doncaster	Chair		✓	
Teresa Roche	Rotherham Metropolitan Borough Council	Director of Public Health		✓	
Tim Moorhead	NHS Sheffield Clinical Commissioning Group	Clinical Chair		✓	
Tony Campbell	Chesterfield Royal Hospital NHS FT	Chief Operating Officer	✓		Simon Morritt
Victoria McGregor-Riley	NHS Bassetlaw Clinical Commissioning Group		✓		
Will Cleary-Gray	South Yorkshire and Bassetlaw ICS	Chief Operating Officer	✓		
Yvonne Elliott	Primary Care Sheffield	Deputy Chief Executive Officer	✓		

Minute reference	Item	Action
99/18	<p><b>Welcome and introductions</b></p> <p>The Chair welcomed members to the meeting.</p>	
100/18	<p><b>Apologies for absence</b></p> <p>The Chair noted the apologies for absence.</p>	
101/18	<p><b>Minutes of the previous meeting held 19<sup>th</sup> October 2018</b></p> <p>The minutes of the previous meeting were agreed as a true record and will be posted on the website after this meeting.  <a href="http://www.healthandcaretogethersyb.co.uk">www.healthandcaretogethersyb.co.uk</a></p>	
102/18	<p><b>Matters arising</b></p> <p><b>Place Update – Microsystem Coaching</b>  Richard Jenkins informed the group that following discussions with Trust Chief Executives, the consensus was that there is a strong appetite for microsystem coaching. As each trust has individual requirements, a single operating system model was not recommended.</p> <p>All other matters agenda arising were actioned or noted on the agenda.</p>	
103/18	<p><b>National Update</b></p> <p><b>CEO ICS Report</b></p> <p>The Chair presented the Chief Executive Officer's report to the meeting.</p> <p>The monthly report provided an update on:</p> <ul style="list-style-type: none"> <li>- Update on the work on the ICS CEO over the last month</li> <li>- Update on a number of key priorities not covered elsewhere on the agenda.</li> </ul> <p>The report gave a concise update to the Board regarding the following items:</p> <ul style="list-style-type: none"> <li>▪ ICS Performance Scorecard</li> <li>▪ ICS ways of working / governance review</li> <li>▪ Long Term Plan listening event</li> <li>▪ Launch of the South Yorkshire and Bassetlaw QUIT (Question Understand Inform Treatment) Programme</li> </ul> <p>The Chair advised the Board that as part of the ICS governance review it is proposed to change the Collaborative Partnership Board to Health and Care Board.</p> <p>The Chair informed the Board that the ICS performance scorecard highlighted the collective position at August 2018 as compared with other regions in the North of England and the other ICSs. It was noted that there is an improvement in the 31 day cancer performance (from 95.3% in July to 96% in August) and the 62 day cancer performance remains red (again reporting 82.9%) moving to red on diagnostics within six weeks. All places across the patch are working extremely hard to align the ICS collective position with remedial action in place to secure a sustainable position and thereafter move to transformation care.</p> <p>The place-based meetings to understand the good practice happening in place and explore issues or areas where additional support would be helpful, are now underway. It was noted that Doncaster has volunteered to pilot the approach which will enable a review and iteration of the process for future discussions in the other places.</p> <p>The Chair advised the Board that the NHS Long Term Plan is for a period of 10 years and the timeframe for the SYB ICS Plan submission is July 2019. A draft SYB</p>	

	<p>ICS plan will go to all boards and governing bodies for review and comment, prior to final submission.</p> <p>The Board noted that a very successful launch of the South Yorkshire and Bassetlaw (SYB) QUIT Programme took place on 7<sup>th</sup> November. The speakers included Dr Andrew Furber, Centre Director, Public Health England, Yorkshire and Humber, Professor John Britton; Professor of Epidemiology and Honorary Consultant in Respiratory Medicine, University of Nottingham, Ms Judith Stonebridge; Northumbria Health Care NHS Trust and Dr Richard Jenkins, Chief Executive Barnsley Hospital NHS Foundation Trust.</p> <p>The aim of the event was to encourage all hospitals in South Yorkshire to become institutions of health promotion and smokefree zones, building on learning from London and Canada where similar hospital-based programmes to support patients who are tobacco dependent, had a significant benefit on not only health outcomes but also on short and medium term hospital re-admissions.</p> <p>Richard Jenkins added that the event was very well attended and received. An executive lead is now in place at each trust with ongoing progress on funding opportunities and the next steps in the programme.</p> <p>The Collaborative Partnership Board was informed that the QUIT programme will be included with the SYB ICS Long Term plan.</p> <p>The Collaborative Partnership Board noted the contents of the report.</p>	
<p><b>104/18</b></p>	<p><b>Integrated Care System (ICS) Highlight Report</b></p> <p>The Collaborative Partnership Board received the ICS Highlight Report from Lisa Kell,</p> <p>The report provided a summary of progress on the South Yorkshire and Bassetlaw (SYB) ICS workstreams identifying the key risks.</p> <p>The key risks were noted as:</p> <ul style="list-style-type: none"> <li>• Cancer waiting time – 62 day performance</li> <li>• Lack of Public Health Capacity within the ICS to meet competing demands</li> <li>• Increasing demands for Radiology imaging</li> <li>• Research and Innovation – additional support to project manage the establishment of the workstream projects post December 2018</li> <li>• Stroke – it may not be possible to agree new tariff arrangements for HASU Stroke - Operational risks including workforce, CT scanning capacity, delivery of the new HASU model from April 2019 and additional transport requirement. Mid Yorkshire have identified a number of risks and are reviewing the quality and efficiency of their service</li> </ul> <p>The Board was informed that the report would be discussed in detail by the Executive Steering Group on 20 November 2018.</p> <p>The Chair thanked Lisa for her report.</p>	
<p><b>105/18</b></p>	<p><b>Mental Health Workstream Progress Update</b></p> <p>The Collaborative Partnership Board received a powerpoint presentation from Rachel Gillott, Programme Director Urgent and Emergency Care and Mental Health/Learning Disabilities, STB ICS and Jackie Pederson, Senior Responsible Officer, Mental Health Health/Learning Disabilities, SYB ICS.</p> <p>Rachel Gillott presented an overview of the programme's priorities for 2018/19 with the main focus on Employment Support; Perinatal Mental Health; Suicide Prevention. The other priorities included Out of Area Placements; CYP mental health crisis pathway; autistic spectrum conditions and ADHD.</p>	

The Board was informed that there is strong commitment and engagement from across the patch from all providers and commissioners, South Yorkshire Police and ambulance services. Organisations across the system are very keen to work collaboratively and support initiatives going forward. Volunteers are also joining various groups and organisations to contribute to the programme.

It was noted that this is a complex area and there is a need to embed mental health and disabilities into everything we do in society.

Funding bids were secured for perinatal mental health and suicide prevention with the hope to include individual placement support. An NHS England funding proposal for Individual Placement Support funding (there is a risk to service delivery and realising benefits, if unsuccessful) is currently underway.

The Board was informed of the benefits of the Mental Health Employment Offer, and the phase 2 Expression of Interest of up to £500k which the ICS is committed to recurrently fund beyond the two years.

Rachel Gillott added that the Perinatal Mental Health is a national transformation programme committed to increase investment in order to increase access to evidence based specialist provision to 30,000 women nationally, and approximately 700 women per year in South Yorkshire and Bassetlaw (SYB). Successful bids were received on allocation of an additional £881,000 for SYB resulting in a £1.5m service offer on a recurrent basis. This will improve service provision across SYB, addressing gaps in provision across Doncaster, Rotherham and Sheffield, with provision in Barnsley and Bassetlaw being addressed through phase 1 by provider location.

The ambition is to develop a single service model focussing on delivery in three localities with strong connections into wider local systems with single pathways and clinical governance. It was noted that the main risks to delivery included recruitment and the practical challenges of delivery service incorporating IT, digital clinical systems.

Rachel Gillott updated the Board on the national suicide statistics as follows:

- 75% of suicides are men and 25% women
- Two thirds of all deaths by suicides are not known to Mental Health Services
- In-Patient Suicides - slower fall in recent years:
  - 31% in 2005-10
  - 14% in 2010-15
- Twice as many suicides under crisis teams as in-patients
- After discharge there is a risk in first two weeks (day 3)
- More than 50% of children and young people who died by suicide had a history of self-harm
- 30 - 50% greater risk in 12 months after self-harm

The mental health delivery programme's ambition is: a 10% reduction in deaths by suicide by 2021; reduce suicide and self-harm in mental health services; reduce self-harm in community and acute services; suicide prevention in men and/or work with primary care.

It was noted that the change to the "Burden of proof change", (the coroner's report of *conclusion of 'suicide'*) will be difficult to benchmark future performance against previous data.

The Board was informed the five places will lead on locally determined projects from suicide prevention plans with a common theme for all training and awareness raising. The four SYB ICS priority projects were noted as real time surveillance;

	<p>bereavement support; media handling of suicides; retrospective coroners audit.</p> <p>The Board unanimously agreed that the overarching aim across the system is to reduce the number of deaths by suicide and how this can be achieved as an Integrated Care System. The Board emphasised the importance of sharing good practice and promoting mental health awareness in the workplace and within the SYB ICS i.e links with staff magazines and the ICS website / details projected on screen in GP surgeries. It was agreed to discuss at the next ICS Primary Care Steering Board for discussion.</p> <p>The Board discussed the issue of the lack of mental health expertise in secondary schools to support children and young people suffering from anxiety, low self-esteem and more serious mental health concerns. It was noted that a £2.5m national NHS England trailblazer will support Child and Adolescent Mental Health Services (CAMHS) in school. Jackie Pederson added that as a starting point a rollout out across the systems is underway to instate a specialised trained counsellor in each secondary school.</p> <p>The Board noted that mental health and disabilities will remain a high priority within SYB ICS Long Term plan.</p> <p>The Chair thanked Jackie Pederson and Rachel Gillott for their comprehensive and informative report.</p>	
<p><b>106/18</b></p>	<p><b>Hospital Services Programme Update</b></p> <p>The Collaborative Partnership Board received the Hospital Services Programme update from Alexandra Norrish, Hospital Services Programme Director.</p> <p>It was noted that no decisions were required from the Board at this point in the process and the update was provided for information and noting purposes.</p> <p>The Board was informed that the two executive-level workshops on the Hosted Network were held and have discussed the networks with the Clinical Working Groups and with existing ICS leads. Based on the findings a straw man was developed of what a Hosted Network would look like, which we be discussed with the Executive Steering Group the 9<sup>th</sup> November 2018.</p> <p>The proposed next steps are as follows:</p> <ul style="list-style-type: none"> <li>• Workshop with existing networks on 28<sup>th</sup> November 2018</li> <li>• Third Executive Workshop to agree straw man on 30<sup>th</sup> November 2018</li> <li>• Hosts to express interest by the end of December 2018</li> <li>• Meeting to assign hosts in early January 2019</li> </ul> <p>The Board noted that the transformation strand is looking at how to make better use of existing / alternate workforce, considering casemix and the main patient pathways; skills required; using workforce more effectively. Engagement with Health Education England and the Faculty of Advanced Clinical Practice and existing networks is ongoing as part of this development.</p> <p>It was noted the following feedback on Maternity, Paediatric and Neonatology services, a reconfiguration approach is looking at a range of clinical models.</p> <p>Evidence is currently being collated from a number of different clinical models from around the country for paediatrics and maternity, in order to understand the specific changes that each new model results in and how interdependencies are addressed. An update and recommendations will be presented to the Executive Steering Group on 9<sup>th</sup> November, thereafter to the Collaborative Partnership Board in January 2019.</p> <p>The time frame for Hosted Networks, Transformation and Reconfiguration processes was noted by the Board.</p>	



	<p>The Chair thanked Alexandra for her presentation.</p>	
<p><b>107/18</b></p>	<p><b>Communication and Engagement</b></p> <p>The Collaborative Partnership Board received an update from Helen Stevens, Director of Communications and Engagement, South Yorkshire and Bassetlaw (SYB) Integrated Care System (ICS).</p> <p>Engagement work is ongoing across the ICS including support for the work of Working Together on Hospital Services, the Citizen’s Panel, clinical and public engagement development projects and the lay members meetings. Communication work includes a narrative and content refresh, ongoing PR work following the work of the ICS launch, relaunching bulletins for various stakeholder groups and a review of the Social Media strategy.</p> <p>The Board noted that SYB ICS was selected to be one of six national NHS England Public Engagement Projects, a self-assessment process followed by a half day deep dive to explore the findings. The event takes place on 20<sup>th</sup> November and the findings will lead to a national model for achieving effective public engagement in ICSs in 2019 and beyond. Efforts are continuing to seek representation from Rotherham and additional representation from Barnsley on the Citizen’s Panel. In the interim, information sessions with people from the areas are being set up.</p> <p>Helen added that the Communication and Engagement team are working with the ICS leads to showcase the work across the ICS workstreams promoting the excellent work happening in places.</p> <p>The Chair thanked Helen Stevens for her report.</p>	
<p><b>108/18</b></p>	<p><b>ICS Governance Progress Review</b></p> <p>The Collaborative Board received this report from Will Cleary-Gray, Chief Operating Officer SYB ICS.</p> <p>The Board was asked to note the progress being made to review the ICS governance and ways of working across South Yorkshire and Bassetlaw to support partnership working as an Integrated Care System.</p> <p>The report highlighted the progress made since the last update, as follows:</p> <ul style="list-style-type: none"> <li>• A review of existing governance and ways of working</li> <li>• Engagement with partners and stakeholders and wider governance forums</li> <li>• Progress with the straw man governance framework and progress following input from partners</li> <li>• Drafting the SYB Manual Framework in readiness to share as a draft with system partners</li> </ul> <p>It was noted that the key themes from the first phase of work include the importance of having an agreed set of principles which underpin shared working; interdependencies between the work at system and place level; health and care partners to work together on a SYB footprint; existing collaborative forums for effective shared working and decision making. There is broad support from key partners on the proposed straw man governance framework with recognition that further detail will enable robust input and challenge to the framework.</p> <p>The Board noted that it was agreed earlier in the review process to extend the review timetable to enable time to engage more fully with partners and stakeholders. A draft System Manual and Framework will be available for first review by Boards and Governing Bodies in January 2019 with the aim to have a refreshed framework in place for 1 April 2019.</p> <p>The next steps in the process are to further engage with partners throughout November 2018 on the development of the straw man governance framework, further sharing of the proposed framework at and SYB Chief Executive Time Out in</p>	

	<p>January 2019 (date to be confirmed) and first draft of the SYB Manual Framework, available to the Collaborative Partnership Board in mid-January 2019 (following the Time Out) for review and feedback.</p> <p>The Board discussed the complexities of the review process, paying particular attention to the timeframe to present the draft reviewed framework to Board and Governing Bodies following the review by Chief Executives at the Time Out and subsequently the Collaborative Partnership Board in January 2019.</p> <p>The Chair thanked Will Cleary-Gray for his report.</p>	
<b>109/18</b>	<p><b>Finance Update</b></p> <p>The Collaborative Partnership Board received the report from Jeremy Cook, Finance Director SYB ICS.</p> <p>The Board noted that the planning guidance for 2019/20 is now due in December 2018 and an announcement of the Wave 4 capital bids is due in November. The SYB ICS submitted 3 bids which were prioritised as:</p> <ol style="list-style-type: none"> <li>1. System sustainability including primary and community, digital, mental health, acute schemes and the strategic elements of the hospital services review (gross cost £305.1m over the 5 elements)</li> <li>2. Acute and elective reconfiguration of Doncaster and Bassetlaw Hospitals (gross cost £75.5m)</li> <li>3. System wide reconfiguration of cancer services (gross cost £64.6m)</li> </ol> <p>Preparation is underway for the second System Efficiency Board workshop which is arranged for 16<sup>th</sup> November to agree the priorities for 2018/19 and 2019/20.</p> <p>It was noted that the financial position is a favourable variance against plan of £3.4m, excluding Provider Sustainable Funding (PSF), and all organisations are forecasting achievement of plan or better excluding PSF. This is despite efficiency savings showing an adverse variance against plan at Month 6 of £0.9m and forecast adverse variance of £2.8m.</p> <p>Jeremy added that as efficiency savings are back end loaded in a number of organisations, this is a key financial risk in the second half of the year as the run rate needs to improve to deliver the plan. It was noted that further discussions are being held with places and organisations at the higher risk to understand risks and mitigations which will be reported to the November Executive Steering Group.</p> <p>The Chair thanked Jeremy for his report.</p>	
<b>110/18</b>	<p><b>Any Other Business</b></p> <p>There was no other business to consider.</p>	
<b>111/18</b>	<p><b>Date and Time of Next Meeting</b></p> <p>The next meeting will take place at 9.30am to 11.30am on 11 January 2019 in the Boardroom, 722 Prince of Wales Road, Sheffield, S9 4EU.</p>	