

Minutes

Transformation Board Meeting in Public

Minutes of the meeting held on 12th March 2020, Trevithick Meeting room, Sedgemoor, St Austell

Present:

John Govett (JG)
Carolyn Andrews (CA)
Tim Bishop (TB)
Steve Brown (SB)
Helen Charlesworth-May (HCM)

Iain Chorlton (IC)
Phil Confue (PC)
Kate Kennally (KK)
Mairi McLean (MM)
Cllr Adam Paynter (AP)
Emma Ridgewell- Howard (ERH)
Cllr Rob Rotchell (RR)
Amanda Stratford (AS)
Barbara Vann (BV)

Independent Chair
CEO, Kernow CIC
Executive Director of IM&T, South Western Ambulance Service
Service Director, Wellbeing and Public Health, Cornwall Council
Strategic Director, Adult Social Care and Health, Cornwall Council
Chair, NHS Kernow
Chief Executive, Cornwall Partnership NHS Foundation Trust
Chief Executive, Cornwall Council
Chair, Royal Cornwall Hospitals NHS Trust
Cornwall Council
CEO, Kernow LMC
Portfolio Holder, Adults, Cornwall Council
Chief Executive, Cornwall Healthwatch
Chair, Cornwall Partnership NHS Foundation Trust

In attendance:

Clare Bryan (CB)

Trudy Corsellis (TC)
Lisa Harvey (LH)

Wendy Vincent (WV)
Loraine Brennan (LB)

Director of Finance, NHS Kernow (also representing Jackie Pendleton)
Deputy Director of Corporate Governance, NHS Kernow
Service Director – Children's Health and Wellbeing, Cornwall Council
Senior Administrator and minute taker, STP CIOS
PA and minute taker, NHS Kernow

Apologies:

Tamsyn Anderson
Kevin Baber

Cllr Adrian Davis
Cllr Sally Hawken
Jackie Pendleton
Christina Quinn
Kate Shields
Meredith Teasdale

Will Hynds

Clinical Advisor & Chair of Clinical Practitioner Cabinet
Chief Operating Officer, University Hospitals Plymouth NHS Trust
Lead Member for Adults, Council of the Isles of Scilly
Portfolio Holder, Children and Wellbeing, Cornwall Council
Chief Officer, Kernow CCG
Director, NHS SW Leadership Academy
Chief Executive, Royal Cornwall Hospitals NHS Trust
Strategic Director for Children, Schools and Families, Cornwall Council
Chair, Kernow LMC

| Agenda No | Item discussion | Action No | Action By |
|-----------|---|-----------|-----------|
| 1. | <p>Welcome and Apologies for Absence John Govett opened the meeting and welcomed everybody, with thanks going to Kate Kennally for chairing all previous Transformation Board meetings. Apologies were noted as shown above.</p> | | |

| Agenda No | Item discussion | Action No | Action By |
|-----------|---|-----------|-----------|
| 2. | <p>Public Questions</p> <p>On this occasion there were no questions from the public.</p> | | |
| 3. | <p>Minutes of Previous Meeting – 15 August 2019</p> <p>KK confirmed that the minutes of the last meeting were received in good faith and agreed as a correct record of the meeting held 15th August 2019. Several months had passed since the last Transformation Board due to the general election and the period of purdah.</p> <p>PC asked that it be noted that no scorecard had been developed by One Vision, as yet. LH confirmed that a scorecard was now being developed and a workshop will take place on 20th March 2020 to agree the metrics required.</p> <p>COVID-19</p> <p>SB advised the meeting that his knowledge was no more than that which was currently being announced by the BBC and Sky news channels.</p> <ul style="list-style-type: none"> • The Prime Minister is moving to delay transmission and looking to implement social distancing • There is currently no closure of schools • 27,476 people tested worldwide for COVID 19 • Call 111 or go online if answers to questions required • Local Resilience Forums (LRFs) across the country are establishing tactical coordination groups (TCG) and strategic coordination groups (SCGs) with senior representation • Advice and guidance to staff is being provided through SCGs • A pandemic plan along with an excess death group has already been established locally • Currently five positive cases in Cornwall, all travel related. Public Health England (PHE) is the organisation that holds the details of the individuals currently infected and are responsible for tracing and contacting people that may have been in contact with the infected person • The information is changing daily and communication messages are being centrally coordinated to ensure consistency and avoid confusion for the public <p>A question was raised about the supply of PPE equipment. SM confirmed the equipment is expected to arrive today/tomorrow and will be overseen by the LRF PPE group. Clarity is expected shortly to ensure everyone wears the correct protective clothing, including the voluntary sector.</p> <p>It was acknowledged a primary care preparedness letter is expected shortly. TB provided an update on the SWAST position. Emergency calls to the ambulance service and NHS 111 is very</p> | | |

| Agenda No | Item discussion | Action No | Action By |
|-----------|---|------------|---------------|
| | <p>high and their triage screen is now split to deal with 111 enquiries and Coronavirus enquiries. It is a very dynamic situation and 999 are dealing with an increase in calls. It is much quicker for people to complete the online self-assessment, than call 999. TB confirmed SWAST has a responsibility to transport cases as part of the co-ordinated response.</p> <p>KK confirmed as a Board we need to recognise the importance of leadership and the capabilities of our system. In light of the current COVID-19 situation, we are unlikely to implement many of the proposed service transformation plans for delivery in 2020/21. Therefore consideration is needed as to which schemes are prioritised and how do we mitigate risks.</p> <p>HCM confirmed that there is not the same process or clarity for adult social care as there is for health at this time. A workshop is taking place tomorrow, 13 March 2020. There will be a need to work closely with care homes and domiciliary care colleagues. HCM explicitly expressed her concern regarding the impact COVID-19 would have on the system and public. KK agreed and proposed to the Board that this be placed as a 'live risk' which will require mitigations. This was endorsed.</p> <p>Action: Include COVID-19 as a live system risk and develop appropriate mitigations with regular updates provided to the Senate.</p> | A95 | HCM |
| | <p>Action Log Updates</p> <p>A77: Isles of Scilly care home and hospital facilities - closed A90: Set of slides from case studies to remain open, as need to share this learning with providers A92: Respond to recommendations on HealthWatch report to remain open as work still to be completed</p> | A90 A92 | HCM HCM/PC |
| 4. | <p>Declaring a system climate change emergency</p> <p>KK asked the Board to consider the trends that will help change society as detailed in the paper provided. How do we adapt the delivery of service once we have decided we need to make this change? She highlighted seven percent of all UK emissions come from the health and care sector. We need to find the opportunity to reduce these building on good practice from across this system and from other areas. There are definitely things we can learn from each other as we work collaboratively in the coming months. Our opportunity is to embed what we want Cornwall and the Isles of Scilly to look like in 2050 into this agenda.</p> <p>BV confirmed the system climate change emergency paper had been through the CFT Board recently. On 20 March 2020 a workshop is planned though members recognised this might be cancelled should the events of COVID-19 take precedence.</p> | | |

| Agenda No | Item discussion | Action No | Action By |
|-----------|--|----------------------------------|---------------------------------|
| | <p>RCHT and NHS Kernow also confirmed that a version of this paper had been taken through their Board and Governing Body, respectively.</p> <p>MM confirmed that system climate change needed to be considered in all future service changes and business cases. This item was very well supported by RCHT Board and members of the public who were in attendance. It was agreed Board papers should include a section on their frontispieces to identify how each paper was contributing to this reducing the carbon footprint.</p> <p>This agenda item requires time, collaboration, resource and an identified group of people to work on this essential piece of work</p> <p>Decision: Members endorsed declaring a system climate change emergency.</p> <p>BV questioned who the person from each organisation was and how they go about establishing the group? KK made an offer that there is currently a team within Cornwall Council, led by Steve Ford, and that she is happy for that team to link with this group. However, each organisation does need to identify appropriate individuals to participate in this group which is likely to be named the Sustainability Forum.</p> <p>Action: Chief Officers to nominate individuals from their organisation to participate in the Sustainability Forum climate emergency work.</p> <p>Action: Update Board paper frontispieces to explicitly identify how each paper is contributing to reducing the carbon footprint.</p> <p>Action: It was agreed that an update paper be presented at the September Transformation Board/Partnership Senate.</p> | <p>A96</p> <p>A97</p> <p>A98</p> | <p>COs</p> <p>TC</p> <p>TBC</p> |
| 5. | <p>CloS Revised system governance arrangements</p> <p>JG acknowledged his last five months meeting and working with partners and the work that has gone on before his appointment. He recognised this paper was a testament to partnership working and how it can work as we move forwards.</p> <p>A rebranding exercise is taking place and members agreed the Transformation Board will become the Partnership Senate (or Senate for short).</p> <p>In terms of the associated governance of this group JG highlighted an important part of the revised terms of reference (as in the Board papers), were the listed standards of conduct and behaviour, what we expect of each other, our working relationships and support and how we also hold each other to account for shared accountability of Systems issues. He recognised the paper had been widely shared</p> | | |

| Agenda No | Item discussion | Action No | Action By |
|-----------|---|-------------|-----------|
| | <p>AS explained that the patient engagement group, which is system related, have a paper called 'What matters to people, do it once do it well'. This report goes to Quality Surveillance Group and was an important source of public engagement information. It was agreed a report would be brought to the next meeting and that obtaining and understanding people's experiences formed a fundamental role of the Board in order to transform services effectively.</p> <p>Action: AS to bring an update on the "What matters to people, do it once do it well" report to the June Senate meeting.</p> <p>Members were reminded of the considerable progress made to date and evidenced by the outcomes achieved. It was evident that all organisations represented were agreeing to the proposed new ways of working.</p> <p>Decision(s):</p> <ul style="list-style-type: none"> • The Transformation Board to be renamed as the Partnership Senate (or Senate for short) • The revised terms of reference in these Board papers were unanimously agreed (with the addition of the decision made at this meeting of the LMC CEO to attend the new monthly Systems Board going forward). • The establishment of two new System assurance committees for A/ Finance & Performance and B/ Quality, and the appointment of two Chairs (and committee members) • The appointment of three fixed term System executive posts: System Transformation Director, System Communication and Engagement Director and System Workforce Director <p>Finally, JG advised with the Senate and the establishment of the monthly System Board meeting, the intention is to have better forward planning and System performance shared accountability.</p> | A101 | AS |
| 6 | <p>2019/20 System objectives and system board updates</p> <p>Community Services Planning and Design Group - HCM confirmed this was the newest board and covered social care, health as well as primary care. There is a Partnership Group which includes service users and the voluntary care sector. The two groups are working well, looking at services which support individuals with complex issues and they are linking with other community based services and organisations.</p> <p>Strategic Estates – no questions to the group.</p> <p>One Vision – LH confirmed with the recent appointment of a new Strategic Director as well as Service Director for Children's, the group is currently going through a period of transition and transformation. There is a workshop planned for 20th March 2020, with an external facilitator, to looking at and agree the areas the</p> | | |

| Agenda No | Item discussion | Action No | Action By |
|-----------|---|------------------|---------------------|
| | <p>Council's adult social care budget but not its children's budget. CB advised that RCHT and CFT are on course to deliver their financial plan; both NHS Kernow and adult social care (ASC) are off plan. There was £8.2m of additional system savings requirements incorporated within NHS Kernow's financial plans and the ASC overspend is a further sign of system pressures.</p> <p>CB advised the Board she would welcome feedback about whether the One Vision Board children's financial information should be included in the finance report. KK approved the financial reporting of One Vision to provide a better connection between these pieces of work. It was further agreed that CB would work with Tracie Langley and Sally May to provide a more detailed finance report that shall be used for both the Senate and System Board.</p> <p>Action: Revise the system financial report and incorporate Cornwall Council's children's financial information as well for use by the Senate and System Board from June 2020 onwards.</p> | A104 | CB |
| 8. | <p>Strategic Plans</p> <p>The Health and Wellbeing (HWB) Strategy, the Council Business Plans and the Long Term Plan (LTP) narrative were shared for information. It was recognised this work requires more socialisation with the public as part of further developing transformation plans and translating the work to ICA and PCN levels. It was agreed there needs to be a continued on-going link between council and health plans. Detailed information is not always available or easily accessible at locality level and members and therefore the population health management work already underway is considered a high priority during the next three to six months.</p> <p>SB commented that prevention remains a high priority across the system and is weaved through the long term plan as well as the Health and Wellbeing (HWB) Strategy. There was benefit to ensuring greater co-ordination between these two documents as well assigning appropriate priorities to the system boards. He concluded that Cornwall and the Isles of Scilly benchmark well in many areas which is something to be proud of. Our challenge is to ensure we reduce the inequalities in Cornwall.</p> <p>JG asked the revised system governance arrangements agreed today are reflected in any further re-iterations of these and similar documents.</p> <p>Action: Commence joint engagement as the HBW Strategy and LTP are developed further.</p> <p>Action: Ensure revised system governance arrangements are shared and incorporated into future iterations of key system documents.</p> | A105 A106 | SB/CB COs/TC |

| Agenda No | Item discussion | Action No | Action By |
|-----------|---|-------------------------|---------------------|
| 9 | <p>Forward Plan</p> <p>TC highlighted that as part of conversations today each board would be scheduled to produce a six monthly deep dive paper for discussion. There would be two or three deep dives at each Senate meeting. In addition it was agreed the following items would be standing items:</p> <ul style="list-style-type: none"> • A Covid-19 update – see action 95 above • The system performance scorecard – see action 103 above • The revised system finance report – see action 104 above <p>In addition provisional items for September were agreed as:</p> <ul style="list-style-type: none"> • A climate change update • An engagement focussed piece of work • Three system programme boards, i.e. those not occurring in June <p>It was also agreed to start each meeting with a patient story and look to extend the meeting to accommodate this.</p> <p>Action: Develop a forward plan taking account of the areas identified above</p> <p>Action: Senate Boards to consider including a patient story at the start of each meeting.</p> | <p>A107</p> <p>A108</p> | <p>TC</p> <p>TC</p> |
| 10 | <p>Next steps</p> <p>Finally, JG congratulated RCHT for having special measures removed following their recent CQC inspection.</p> | | |
| | <p>Date of Future Meetings</p> <p>To be confirmed.</p> | | |

Partnership Senate - action grid

| No. | Date | Action requested / response | Assigned to | Follow-up by when? | Comments | Date completed |
|------|----------|---|-------------|--------------------|---|----------------|
| (1) | 12/03/20 | Chief Officers to nominate individuals from their organisation to participate in the Sustainability Forum climate emergency work and update to be provided at the next meeting. | CEs | Oct Mtg | | |
| (2) | 12/03/20 | Update Senate frontispieces to explicitly identify how each paper is contributing to reducing the carbon footprint. | TC | Oct Mtg | Covid-19 taken priority over climate change - will update for October mtg | |
| (3) | 12/03/20 | Chair to amend the System Board terms of reference to include the LMC CEO as a member and send through dates of meetings to ERH. | JG | | Complete | 01/04/20 |
| (4) | 12/03/20 | ToR and Senate workplan to be updated to strengthen understanding of remit by inclusion of appropriate weblinks onto the STP's website. | JG | | ToR updated with new system diagram. Website being reviewed and updated at present. | Deem complete |
| (5) | 12/03/20 | AS to bring an update on the "What matters to people, do it once do it well' report to the June Senate meeting. | AS | Oct Mtg | July agenda full - bring to October meeting | |
| (6) | 12/03/20 | LH agreed to bring a children and young persons' update to the June Senate meeting. | MT/LH | | Complete - on agenda | 16/07/20 |
| (7) | 12/03/20 | Include COVID-19 as a live system risk and develop appropriate mitigations with regular updates provided to the Senate. | RW | Each meeting | Complete - features on all key meetings | Deem complete |
| (8) | 12/03/20 | Review system scorecard to take account of transformation plan priorities once agreed. | TC/PH | Oct Mtg | Major overhaul of performance reporting - bring back to Oct mtg | |
| (9) | 12/03/20 | Revise the system financial report and incorporate Cornwall Council's children's financial information as well for use by the Senate and System Board from June 2020 onwards | CB | | Complete - on agenda | 16/07/20 |
| (10) | 12/03/20 | Commence joint engagement as the HBW Strategy and LTP are developed further. | RW/CB | Oct Mtg | Delayed due to Covid-19, awaiting NHS financial guidance too | |
| (11) | 12/03/20 | Ensure revised system governance arrangements are shared and incorporated into future iterations of key system documents. | TC/JG | | Complete | 16/07/20 |
| (12) | 12/03/20 | Develop a forward plan taking account of the areas identified above | | | Complete - on agenda | 16/07/20 |
| (13) | 12/03/20 | Decision: Senate Board to consider including a patient story at the start of each meeting. | All | | Acknowledged and will instigate for October meeting | 16/07/20 |