

## East London Health and Care Partnership Sustainability and Transformation Plan (STP) Board Meeting Minutes

28<sup>th</sup> June, 15:30pm to 17:00pm

Council Chamber meeting room, Stratford Town Hall, 29 Broadway, London E15 4BQ

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### **Present:**

**John Brouder**

**Conor Burke**

**Alwen Williams**

**Tracy Fletcher**

**Jane Milligan**

**Simon Hall**

**Atul Aggarwal**

**Andrew Blake Herbert**

**Jeff Buggle**

**David Maher**

**Selina Douglas**

**Arun Sharma**

**Victoria Woodhatch**

**Vincent Perry**

**Navina Evans**

**Karen Stubbs**

**Ravi Goriparthi**

### **Representing:**

Chief Executive, North East London NHS Foundation Trust (Chair)

Chief Officer, Barking, Havering & Redbridge Clinical Commissioning Groups

Chief Executive, Barts Health NHS Trust

Chief Executive, Homerton University Hospital NHS Foundation Trust

Executive Lead, East London Health and Care Partnership (ELHCP)

Acting Chief Officer, Tower Hamlets Clinical Commissioning Group

Chair, Havering Clinical Commissioning Group

Chief Executive, London Borough of Havering

Director of Finance, Barking, Havering, Redbridge University Hospitals NHS Trust

Deputy Chief Officer & Programme Director, City & Hackney Clinical Commissioning Groups

Deputy Chief Officer, Newham Clinical Commissioning Group

GP Confederation Representative, Barking, Havering & Redbridge

Delivery & Improvement Director, NHS Improvement

Mental Health Sector Clinician

Chief Executive, East London NHS Foundation Trust

GP Confederation Representative, Barking, Havering & Redbridge

GP, Barking and Dagenham Clinical Commissioning Group

### **Additional Attendees Present Representing:**

**Meradin Peachey**

Director of Public Health, Newham – ELHCP Public Health Lead

**Henry Black**

ELHCP Chief Finance Officer

**Ian Jackson**

Head of Delivery (North East London) Specialised Commissioning, NHS England (London Region)

**James Cain**

Head of Workforce Transformation, Health Education England

**Charlotte Williams**

Chief of Staff, UCL Partners

**Nichola Gardner**

ELHCP Programme Director

**Nigel Woodcock** ELHCP Director of Provider Collaboration  
**Ian Tompkins** ELHCP Director of Communications and Engagement  
**Deodita Fernandes** ELHCP Senior Programme Manager  
**Joy Ogbonna** ELHCP PMO Programme Support Officer (Note taker)

**Apologies:**

**Rob Whiteman** Chair, East London Health and Care Partnership (ELHCP) Board  
**Matthew Hopkins** Chief Executive, Barking, Havering, Redbridge University Hospital NHS Trust  
**Sam Everington** Co-chair, Clinical Senate and Chair, Tower Hamlets Clinical Commissioning Group  
**Steve Gilvin** Chief Officer, Newham Clinical Commissioning Group  
**Grainne Siggins** Director Adult Social Care, London Borough of Newham  
**Paul Haigh** Chief Officer, City & Hackney Clinical Commissioning Groups  
**Clare Highton** Co-chair, Clinical Senate and Chair, City & Hackney Clinical Commissioning Group  
**Ceri Jacobs** Director of Commissioning Operations North Central and East London, NHS England  
**Chris Banks** GP Confederation Representative, Waltham Forest and East London (WEL)  
**Danny Batten** Head of Assurance, North Central and East London Assurance Team  
**Mohit Venkataram** GP Confederation, WEL  
**Kim Bromley-Derry** Chief Executive, London Borough of Newham  
**Cathy Turland** Health Watch Observer  
**Laura Sharpe** GP Confederation representative, City & Hackney  
**Waseem Mohi** Chair, Barking and Dagenham Clinical Commissioning Group  
**Terry Huff** Chief Officer, Waltham Forest Clinical Commissioning Group  
**Tim Shields** Chief Executive, London Borough of Hackney

Item no.	Name	
1.	<b>Welcome, introductions and apologies for absence</b>	
	1.1	<b>Welcome and introductions</b> John Brouder, chaired the meeting in the absence of Rob Whiteman the independent Chair for ELHCP. He welcomed members to the meeting and led a round of introductions
	1.1.2	<b>Apologies for absence</b>  Apologies were given for: <ul style="list-style-type: none"> <li>• Rob Whiteman, East London Health and Care Partnership (ELHCP) Board Chair</li> <li>• Matthew Hopkins, Chief Executive, Barking, Havering, Redbridge University Hospitals NHS Trust</li> <li>• Steve Gilvin, Chief Officer, Newham Clinical Commissioning Group</li> <li>• Grainne Siggins, Director Adult Social Care, London Borough of Newham</li> <li>• Paul Haigh, Chief Officer, City &amp; Hackney Clinical Commissioning Groups</li> <li>• Clare Highton, Co-chair, Clinical Senate and Chair, City &amp; Hackney Clinical Commissioning Group</li> <li>• Ceri Jacob, Director of Commissioning Operations North Central and East London, NHS England</li> <li>• Sam Everington, Co-chair, Clinical Senate</li> <li>• Danny Batten, Head of Assurance, North Central and East London Assurance Team</li> <li>• Kim Bromley-Derry, Chief Executive, London Borough of Newham</li> <li>• Cathy Turland, Health Watch Observer</li> <li>• Laura Sharpe, City &amp; Hackney, GP Confederation representative</li> <li>• Andrew Blake Herbert, Chief Executive, London Borough of Redbridge</li> <li>• Waseem Mohi, Chair, Barking and Dagenham Clinical Commissioning Group</li> <li>• Terry Huff, Chief Officer, Waltham Forest Clinical Commissioning Group</li> <li>• Tim Shields, Chief Executive, London Borough of Hackney</li> <li>• Mohit Venkataram, WEL GP Confederation</li> </ul>
2.	<b>Minutes and matters arising</b>	
	2.1	<b>Minutes of the meeting 24<sup>th</sup> May 2017</b>  Andrew Blake-Herbert highlighted that a correction needed to be made on the list of attendees regarding his job title as the Chief Executive of Havering Borough. The ELHCP Board agreed the rest of the minutes as read and an accurate record of the meeting.
	2.2	<b>Actions from the last meeting:</b>  <b>Ref 2.2.5: STP Leads meeting:</b> Ceri Jacobs was to check with NHS England about the allocation of the training funding and then feedback to the Board. In her absence, Jane Milligan and Victoria Woodhatch agreed to pick up after the meeting.  <b>Jane Milligan and Victoria Woodhatch to follow up with Ceri Jacobs re: the training budget.</b>
	2.3	<b>STP review meeting with NHS England/NHS Improvement:</b>
	2.3.1	Jane Milligan reported that the first STP review meeting with the regulators had recently taken place following the election. She noted that previously STP review meetings had been focused on the financial element of the STP in relation to the CEP process but on that occasion the meeting was

		<p>primarily focused on a wider perspective of the current position of the STP and requirements for ELHCP nationally on the various work programmes. The general consensus from the regulators was the ELHCP was on track in relation to the delivery of the Five Year Forward View (FYFV) and once submissions had been made on the programmes, further feedback and information would be provided.</p> <p>The STP review meetings would be held quarterly with ELHCP leads from Local Authorities, provider and commissioners in attendance.</p> <p>Victoria Woodhatch and Henry Black both echoed Jane Milligan's feedback noting the ELHCP was in the right direction of travel and the focus was on getting to deliver the programmes set out by NHS England. Over all, they noted the feedback was positive from the regulators regarding the current position compared to the position when the ELHCP came into existence.</p> <p><b>2.3.2 Ofsted School card:</b></p> <p>dJane Milligan reported Jeremy Hunt had put together an OFSTED style STP school card (reporting template) which reviewed all the key components of delivery against the FYFV including where the STP was in relation to Primary care. Jane Milligan noted when more information was released, it would be circulated to all.</p> <p><b>2.3.3 3 July Leadership event:</b></p> <p>Jane Milligan noted there would be some changes regarding the discussion on the agenda due to the political reasons around the difficult choices work and Brexit. In terms of reviewing the allocations amongst the providers and commissioners, there was the need to move forward on delivery.</p> <p>Nichola Gardner reported the Leadership event scheduled for the 3 July at Stratford Town Hall would be focusing on two major areas; firstly reviewing how ELHCP thought differently, making reference to the feedback and recommendations received at the last Leadership event in February 2017 which had focused on the longer term rather than the shorter term. She noted that the Care City had been invited as guest speakers to the event to discuss innovation and proposition how the STP could strengthen and develop their partnership with organisations and stakeholders.</p> <p>Peter Gluckman, Director for Change fx Associates Limited would be facilitating the event. The discussion would not only include difficult issues in terms of financial and clinical stability and sustainability but also discussions around the development of Accountable Care System (ACS).</p> <p><b>2.3.4 NHS England/Improvement 30 June Submissions:</b></p> <p>Following on from the submission of the overarching delivery plan which contained the eight delivery plans submitted to NHS England in March 2017, Nichola Gardner reflected that he ELHCP was in a good place, and that ELHCP's delivery plans was being used as a template for other footprints in London Nichola noted that based on that, the submission for 30 June would be more of a refresh and an updated submission. Urgent and Emergency Care (UEC), Mental Health, Cancer and Primary Care workstreams would also be submitting their delivery plans on 30 June 2017 and the UEC workstream had submitted a draft delivery plan on 14 June 2017.</p> <p>The plans had been a result of collaborative work with the relevant SROs and various delivery leads and shared with all relevant stakeholders. A greater granularity had been added to the plans. Nichola mentioned that the submissions would be circulated to all for their information.</p> <p>A Transformation PMO dashboard, highlighting and focusing on the Five Year Forward View, was currently on a trial period for reporting. Feedback has been given to NHS England/Improvement that the reporting was required to be streamlined. All feedback from regulators (NHS England/ NHS Improvement) had been positive.</p>
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<b>3.</b>	<b>Strategy Debate : Prevention</b>
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Meradin Peachey, presented the Prevention paper which set out what the prevention team would like in terms of support for the six proposed ambitions. Meradin discussed that it was important to incorporate prevention into the system and advised the Board on progress within the Prevention workstream.

She noted five top population health issues were excess weight, physical inactivity, smoking, alcohol and lack of consumption of five portions of fruits and vegetables. She further went on to list the six proposed ambitions which were to:

1. reduce prevalence of adult obesity
2. Reduce the prevalence of smoking
3. Reduce the proportion of people who are physically inactive
4. Improve the proportion of recorded controlled hypertension
5. Reducing diabetes and diabetes related complications
6. Widespread social prescribing

Meradin Peachey further went on to highlight the potential cost savings over five years across the system were in relation to the six ambitions presented:

- £200m over five years to healthcare
- £305m over five years in productivity gains to employers
- Potential cost to social care is to be confirmed

The first three priorities, smoking cessation, diabetes and workplace health were all supported by a social movement to self-care and social marketing. In 2018/19 the workstream would be considering further priorities such as childhood obesity and children's oral health.

In relation to progress made in relation to smoking cessation, all NEL local authorities had signed up to the London channel shift marketing strategy.

The ELHCP Board were asked:

- if the Prevention team could sign up to the ambitions listed in the paper and give top level support and leadership?
- Was this the right way to incorporate prevention within the system?
- How could they support Health and WellBeing Boards (H&WW) to deliver the ambitions?

**Key discussions from the meeting included:**

David Maher was concerned about the housing and wider economic regeneration on the demand and supply with the STP's local partners. David made reference to Cycle Super highway (CS3) cycle routes and mentioned that the cycle route boundary ended at Poplar. David noted that there was a wider strategic opportunity particularly around regeneration which needed to be tapped into.

Alwen Williams recommended the promotion of the evidence based approach by reviewing common interventions used across all organisations and reviewing the best practice examples.

John Brouder recommended that Making Every Contact Count needed to be emphasized locally in all organisations.

Jane Milligan highlighted that a lot of linking in had been done with Healthy London Partnership. Making reference to slide 18 on the paper pack tabled, she advised that the priorities had been taken to the commissioners and providers to ensure the priorities were being communicated and used regularly. It was important to review this as a partnership ascertaining what was needed to be communicated across the STP footprint. It was important to use the Accountable Care System approach in communicating and harnessing the opportunities across the patch.

Andrew Blake-Herbert made a comparison with other Boroughs where messages about the different services and how they could be accessed were communicated with members of the public.

		<p>The Health and Wellbeing Boards could be an avenue where discussions could start to take place. The Health and Wellbeing Boards were beginning to meet regularly with the ELHCP team and there was the need to harness discussions at these meetings.</p> <p>Conor Burke noted that it would be useful to communicate the STP position for Health and Well Being Boards, as some had different starting positions and it would be good to have a consistent approach across the STP footprint.</p> <p>The East London Health and Care Partnership Board <b>noted</b> the Prevention paper</p>
<b>4.</b>	<b>Communications update</b>	
	<b>4.1</b>	<p><b>East London Health and Care Partnership Launch event:</b></p> <p>Ian Tompkins gave an update on the upcoming ELHCP Launch for the 3 July 2017 at Stratford Town Hall, which would be followed by a Community group meeting on the 4 July 2017. The draft agenda for the event had been circulated to all relevant stakeholders. Ian informed the Board members that key representatives from Partnership member organisations, members of the Partnership governance groups and workstreams and other key stakeholder and partners have been invited to the launch. The key leads for commissioners, providers, Local Authorities, NHS England and Improvement had been invited to the Launch. This would enhance good engagement across the ELHCP.</p> <p>Ian highlighted that there would be an EXPO for the eight delivery workstreams at the Launch event which would showcase the work being done by the workstreams with the help of elevator pitches.. All stakeholders would have some opportunity to walk round and look at the different stalls at the EXPO.</p> <p>The response to the invite for the Launch event had been good and about 360 people had confirmed attendance. The website for the ELHCP would also be launched at the event.</p> <p>The East London Health and Care Partnership Board <b>noted</b> the communications update.</p>
<b>5.</b>	<b>Updates for information and questions only</b>	
	<b>5.1</b>	<p><b>Programme update:</b></p> <p>The programme report paper was circulated to all ahead of the meeting and Nichola Gardner noted that the programme update highlighted the activities completed, upcoming activities, key milestones, risk and issues. All comments and feedback to be forwarded to the ELHCP PMO.</p> <p>The East London Health and Care Partnership Board <b>noted</b> the programme update paper.</p>
	<b>5.2</b>	<p><b>ELHCP draft Organisational Development (OD) programme:</b></p> <p>The paper set out a proposal for starting to develop a system OD approach and programme to support the East London Health and Care Partnership, including: ELHCP's starting position; ELHP's desired end state; Case for change; proposed aims and objectives; the transformational challenge and big ticket priorities; OD system challenges and opportunities; practicalities and conditions for success; breadth and depth of OD work to-date; a proposed framework and an initial view of needs and a plan for a plan. The first preliminary meeting would take place on Friday 30 June with the intention for the group to share best practice. Nichola mentioned that this work was in response to the Leaders' event held in February where it was recommended to have OD sessions to share best practice across ELHCP. It was work-in- progress and Staff College would be involved in this work with about 15% costs to the programme.</p> <p>Nichola Gardner requested the support of the Board members for the plan for a programme of system based OD for ELHCP.</p>

<p><b>5.3</b></p>	<p>The East London Health and Care Partnership Board <b>noted</b> draft OD programme paper.</p> <p><b>Clinical senate report:</b></p> <p>A brief report from the Clinical Senate meeting which took place on 14 June 2017 was presented at the meeting to update the Board about the discussions that took place at the meeting. Nichola Gardner gave a feedback on the outcomes from the Clinical Senate meeting. Nichola noted the last Clinical Senate meeting had been an interactive session reviewing and discussing the clinical dashboards and thinking of what outcomes could be looked at jointly from all areas. The Senate focused on a small number of areas that would make an impact using quality improvement methodology.</p> <p>The Board is being requested to note the discussions which took place at the Senate. The Board has requested to support the Clinical Senate's work to identify/agree with clinical colleagues and partners across East London a small number of high impact outcome improvement priorities.</p> <p><b>DECISION:</b> The group agreed that the strategy be tested and brought back to the Board in the future.</p> <p>The East London Health and Care Partnership Board <b>noted</b> the Clinical senate report.</p>
<p><b>5.4</b></p>	<p><b>Update on the Partnership agreement:</b></p> <p>An update on the status of the Partnership Agreement was circulated to the Board for their information. The Partnership Agreement had been approved at the March 2017 ELHCP Board meeting. It had been then circulated to commissioners, provider Trusts and Local Authorities in East London for their review and approval through their governance forums during the months of April and May 2017. The Partnership Agreement Status Update provides the current position of the East London health and care organisations that had signed the Partnership and those organisations that were yet to sign and those that have sent comments regarding the Partnership Agreement. Jane Milligan advised for any comments and feedback to be forwarded to her.</p> <p>The East London Health and Care Partnership Board <b>noted</b> the update on the Partnership agreement</p>
<p><b>5.5</b></p>	<p><b>Executive group Terms of reference (ToR):</b></p> <p>The Executive group terms of reference paper was circulated to the Board members for their information. The ELHCP Executive Group ToR outlined the purpose; the membership; the reporting arrangements and the frequency of the Executive Group meetings. It also outlined the quorum required for the Executive Group meetings; deputies for the meeting and the reports required from the various governance forums.</p> <p>The ELHCP Executive ToR had been approved at the June 2017 ELHCP Executive meeting. The ToR had been circulated to commissioners, provider Trusts and Local Authorities in East London for their review and comments during the months of April and May 2017.</p> <p>The East London Health and Care Partnership Board <b>noted</b> the Executive group Terms of reference.</p>
<p><b>6.0</b></p>	<p><b>Any Other Business</b></p>
<p><b>6.1</b></p>	<p>Charlotte Williams highlighted there is a Partnership event taking place in September between UCLP and Imperial College. The event would launch the Accountable Care System in September. Charlotte Williams extended the invite for the event to all Board members</p>

<b>7.0</b>	<b>Date of next meeting</b>	
	<b>7.1</b>	The date and time for the next meeting was scheduled to be held on 26 July from 4.00 to 5.30 pm at the Council Chamber meeting room, Stratford Town Hall, 29 Broadway, London E15 4BQ.

**The Chair closed the meeting at 17:06pm**

<b>Summary of decisions:</b>		
<b>5.3</b>	<b>Clinical senate report:</b>	<b>The group agreed that the strategy be tested and brought back to the Board in the future.</b>

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