

**Held on Thursday 20<sup>th</sup> November 2014****3pm-5pm****In the CCG Board Room, 5<sup>th</sup> floor, South Plaza**

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## Minutes

<b>Present:</b>	Anthony Farnsworth (AF) Chair	Director, Area Team, Bristol, North Somerset, Somerset and South Gloucestershire
	Mary Backhouse (MB)	Chief Clinical Officer, North Somerset Clinical Commissioning Group (CCG)
	Penny Brown (PB)	Chief Executive, North Somerset Community Partnership
	Julia Clarke (JC)	Chief Executive, Bristol Community Health (BCH)
	Jane Gibbs (JG)	Chief Officer, South Gloucestershire CCG
	Jonathan Hayes (JH)	Chair, South Gloucestershire CCG
	Martin Jones (MJ)	Chair, Bristol CCG
	Linda Prosser (LP)	Director of Commissioning, Area Team, Bristol, North Somerset, Somerset and South Gloucestershire
	Janet Rowse (JR)	Chief Executive, Sirona
	Jill Shepherd (JS)	Chief Officer, Bristol CCG
	Nick Wood (NW)	Chief Executive, Weston Area Healthcare Trust
	Robert Woolley (RW)	Chief Executive, University Hospitals Bristol NHS Foundation Trust
	Andrea Young (AY)	Chief Executive, North Bristol Trust
<b>In attendance:</b>	Katie Bowden	NBT, Shadowing Andrea Young
	Emma Daly (notes)	SWCS
	Andy Kinnear (AK) - for Item 5	Director of Informatics and Business Intelligence, SWCS
	Claire Thompson (CT) – for Item 5	Programme Director, SWCS
	Louise Tranmer (LT) – for Item 5	Deputy Director of Contract Commissioning, SWCS
	Richard Smale (RS)	Deputy Director of Transformation, SWCS
	David Tappin (DT)	Director of Strategy and Transformation, SWCS
	Joss Palmer (JP)– for Item 5	Connecting Care Programme Manager, SWCS
<b>Apologies:</b>	Iain Tulley (IT)	Chief Executive, Avon and Wiltshire Mental Health Partnership NHS Trust (AWP)

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<p><b>1. Welcome and Introductions</b></p> <p>Those present were welcomed and apologies were noted as above.</p>	
<p><b>2. Minutes of the previous meeting</b></p> <p>The minutes of the previous meeting were praised as a concise summary of the lengthy discussions that had taken place.</p>	
<p><b>3. Matters Arising</b></p> <p><b>3.1 Updated Terms of Reference</b></p> <p>It was noted that the Terms of Reference had been amended following the last meeting. These were accepted.</p> <p><b>3.2 Updated Concordat</b></p> <p>The updated Concordat was discussed. It was agreed that it should incorporate some wording that describes how members should behave outside of the Group, for example, 'be the change we want to see'.</p> <p><b>Action 201114/01: Anthony Farnsworth to incorporate wording into Concordat about how members behave outside the Group and reissue.</b></p> <p><b>3.3 Board Briefing</b></p> <p>The Board Briefing was welcomed. It was suggested that a paragraph is added that describes how this Group works with its partners, such as the Health and Wellbeing Boards.</p> <p><b>Action 201114/02: Richard Smale to amend Board Briefing to include paragraph about working with partners.</b></p> <p>It was confirmed that this is the forum for responding collectively to NHS England's FiveYear Forward View.</p>	<p>AF</p> <p>RS</p>
<p><b>4. Update from the Directors of Finance Group</b></p> <p>It was reported that the Directors of Finance (DoFs) Group had its first meeting and that the minutes had been shared. David Tappin provided an update, highlighting the following:</p> <ul style="list-style-type: none"> <li>• It was recognised that significant service change is needed and that finance can be an enabler of this.</li> <li>• The Group wants to build a better understanding of what the problem is for the system and has commissioned benchmarking analysis from the CSU to support this.</li> <li>• The Group intends to learn from the work that has taken place in Devon – what to do and what not to do.</li> </ul>	

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<ul style="list-style-type: none"> <li>• The financial challenge for BNSSG is approximately £400million over 5 years.</li> <li>• The Group intends to make a series of recommendations to the System Leadership Group about what needs to be done differently in BNSSG.</li> <li>• There was a proposal to pull together a simple specification to see if any consultancies could offer insight from elsewhere that would be of value locally.</li> </ul> <p>Concerns were raised about the value of using consultants to undertake work. It was requested that a message go back to the DoFs Group thanking them for the promising start and requesting that they clarify what support they need from a consultancy.</p> <p><b>Action 201114/03: David Tappin to ask the DoFs Group to clarify what support they need from a consultancy.</b></p>	DT
<p><b>5. Programme Updates and Highlight Reports</b></p> <p><b>5.1 Strategic Resilience Group</b></p> <p>Claire Thompson attended to provide an update on the Strategic Resilience Group (SRG). She noted that the SRG is now fully established, well attended and has clear links with the urgent care working groups. She highlighted the following:</p> <ul style="list-style-type: none"> <li>• A template has been produced to create a snapshot of all the beds across the system.</li> <li>• A comprehensive understanding of the flows to and from Southmead will be discussed at the next meeting and this will help inform 2015/16 commissioning.</li> <li>• The Escalation Policy has been refreshed and it will be the role of the SRG to oversee this.</li> <li>• The focus for the next two months will be on the Referral to Treatment (RTT) Recovery Plans and making these system-wide.</li> </ul> <p>The Group discussed the daily director-level teleconferences. Some organisations indicated they consider these to be too high level and that there is a lot of activity around holding people to account that is detracting from people taking action. However, the need to give senior attention to current performance issues was also highlighted. The Group accepted that external scrutiny will decrease as the situation improves. It was suggested that the level of seniority could be changed if there needs to be more operational people on the calls.</p> <p>Nick Wood raised concerns about the lack of input from non-</p>	

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<p>acute organisations, highlighting social care shortages in North Somerset. It was felt this is probably a North Somerset issue as similar issues were not reported for Bristol and South Gloucestershire.</p> <p><b>5.2 Alignment of Plans</b></p> <p>David Tappin referred to a set of slides circulated with the meeting papers. These slides summarised the conclusions of a desktop review of plans submitted by each organisation following September's meeting of the System Leadership Group. He drew particular attention to:</p> <ul style="list-style-type: none"> <li>• The scale of the challenge, with CCG QIPP and provider CIPs totalling approximately £400million over 5 years.</li> <li>• Common language around strategic vision but some significant inconsistencies in activity and financial assumptions</li> </ul> <p>The next steps through the Directors of Finance Group were noted as being:</p> <ul style="list-style-type: none"> <li>• To complete the templates that have been used by Devon in order to identify in detail where assumptions contained in individual organisations' plans are in conflict</li> <li>• To review benchmarking evidence to build a better understanding of the problems for the system and interventions required</li> <li>• To review progress at the next Directors of Finance meeting on 12 December.</li> </ul> <p>The Group highlighted the need to understand what the change is that will enable the system to meet the demand in a different way. It was recognised that activity is happening in the wrong place at the moment and an alternative operating model needs to be developed.</p> <p><b>5.3 Demand and Capacity</b></p> <p>Louise Tranmer and Claire Thompson attended and gave a presentation to the Group on the progress with work on demand and capacity modelling. This included a summary of the modelling outputs that have already been generated and those that are due to be developed to support the 2015/16 contracting round.</p>	

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<p>The Group will pick up actions coming out of the DoFs Group including work on benchmarking. Following the presentation it was agreed that community providers need to be brought into this work as soon as possible.</p> <p><b>Action 201114/04: Louise Tranmer and Claire Thompson to invite community providers to the next meeting of the Technical Sub Group.</b></p> <p><b>6 Connecting Care Programme</b></p> <p>Andy Kinnear and Joss Palmer attended to update the Group on the Connecting Care Programme. AK particularly highlighted that:</p> <ul style="list-style-type: none"> <li>• The renegotiation with Orion will be complete in the next 24 hours.</li> <li>• They have been advised that the programme was 'not unsuccessful' in its capital funding bid. This was encouraging, but final confirmation of the outcome is still awaited.</li> <li>• They are due to sign off a Change Notice with Orion to enable the official start of Phase 2 of the Project.</li> </ul> <p>AK was thanked for the update. It was requested that he return periodically with more specific updates which focus on the quantifiable benefits being achieved. The Group agreed the importance of communicating the success of Connecting Care.</p>	LT/CT
<p><b>5 Any Other Business</b></p> <p>There were no items of other business.</p>	
<p><b>6 Dates of 2015 Meetings</b></p> <p>It was noted that the dates for next year's meetings have been set and these have been circulated to Group members.</p>	
<p><b>7 Reflection and Close</b></p> <p>Nick Wood asked what has been progressed by this Group and questioned what is going to be radically changed in the way we</p>	

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<p>deliver healthcare? He noted that it was two months since the last meeting and that he felt that progress in changing the way services are delivered was minimal.</p> <p>Group members concurred that the vision for how services would change has not been defined yet, but indicated that they feel the infrastructure to develop a meaningful vision has been put into place. They reiterated their commitment to ensuring this Group works and makes a difference.</p> <p>Anthony Farnsworth reminded the Group of the importance of delivering on the four work programmes that are already within scope and committed to discussing outside of the meeting how further progress around the vision and pace of change could be made.</p> <p>Anthony Farnsworth thanked everyone for their attendance and closed the meeting.</p>	