

Future Fit Programme Board Meeting.

Monday 31st July 2017, 3:30-5:30pm

The Wroxeter Hotel, Wroxeter, Shrewsbury, SY5 6PH

In attendance:

Dr Simon Freeman	<i>SRO Shropshire CCG</i>
Mr David Evans	<i>SRO Telford & Wrekin CCG</i>
Dr Jo Leahy	<i>Clinical Chair Telford & Wrekin CCG</i>
Dr Stephen James	<i>Clinical Chair Shropshire CCG</i>
Mr Simon Wright	<i>CEO Shrewsbury and Telford Hospitals</i>
Dr Jessica Sokolov	<i>Deputy Clinical Chair Shropshire CCG</i>
Dr Julian Povey	<i>Clinical Chair Shropshire CCG</i>
Ms Hayley Thomas	<i>Powys Teaching Health Board</i>
Mrs Debbie Vogler	<i>Future Fit Programme Director</i>
Ms Fran Beck	<i>Deputy Executive Commissioning and Planning T&W CCG</i>
Ms Jan Ditheridge	<i>CEO Shropshire Community Health</i>
Mr Edwin Borman	<i>Medical Director SATH</i>
Ms Karen Calder	<i>Shropshire Council</i>
Ms Alison Smith	<i>Executive Lead Governance and Engagement T&W CCG</i>
Ms Sam Tiley	<i>Director of Corporate Affairs Shropshire CCG</i>
Ms Frances Hunt	<i>Powys CHC</i>
Mr Graham Shephard	<i>Patient Representative Shropshire</i>
Ms Jane Humphreys	<i>Chair of Shropshire Patient Group</i>
Ms Liz Noakes	<i>Telford & Wrekin Council</i>
Mr Rod Thomson	<i>Director of public health</i>
Mr Craig Macbeth	<i>Finance RJAH</i>
Mr Paul Shirely	<i>Healthwatch Telford & Wrekin</i>
Ms Jane Randall-Smith	<i>Healthwatch Shropshire</i>
Ms Haley Barton	<i>STP Project Administrator</i>

Observers:

Ms Jenny Fullard	<i>Midlands and Lancashire CSU</i>
Ms Andrea Harper	<i>Communications and Engagement Shropshire CCG</i>
Ms Pam Schreier	<i>STP Communications and Engagement Lead</i>
Mr Rob Jones	<i>KPMG Representative</i>
Ms Joanne Harding	<i>STP PMO Lead</i>
Mr David Frith	<i>Strategy unit</i>

1.0 FF PB 2017.07.31: Apologies

Apologies have been received from the following:

- Daphne Lewis – Healthwatch Shropshire
- Katie Blackburn - Powys CHC
- Dr Russel Muirhead – GP Shropdoc

2.0 FF PB 2017.07.31: Declarations of interest

No declarations have been received at this meeting.

3.0 FF PB 2017.07.31: Minutes of the last meeting 8th June 2017

- Amendment noted to add Katie Blackburn to the list of attendance to the 8th June 2017 meeting.

4.0 FF PB 2017.07.31: Matters arising, action log:

Action number 5: This item is to be brought back to the next Future Fit Programme Board Meeting

Action number 8: The STP Governance structure needs to be amended and refreshed by the STP with the assistance of Simon Freeman

5.0 FF PB 2017.07.31: Report to the Future Fit Programme Board – KPMG Independent review and IIA for Women and Children's services

Simon Freeman has presented a PowerPoint presentation to the board members setting out a summary of where the Future Fit Programme has got to in its decision making processes set out in December 2016.

At the programme board in November there was a lot of evidence that was tabled, for instance the options appraisal. And in the non-financial analysis option C1 was ranked as the preferred option over option B.

The Clinical senate review showed that this is a difficult balance and a trade-off is inevitable. For instance in the case of Option C2 The Programme Board in November 2016 unanimously agreed that the co-location of Obstetric and Paediatric Inpatients services with the Emergency Centre is essential.

In terms of overall health impacts option B or C1 the main changes are expected to sustainably improve the effectiveness, safety and patients' experience of clinical care provided to the affected populations.

The Independent review conducted by KPMG: mainly focused on the challenges that were presented by Telford and Wrekin Council.

The shortlisting process met all four key tests, as per NHS England guidance: commissioner support, clinical evidence, public engagement and patient choice. The process is therefore deemed robust.

The Design of the Evaluation was found to incorporate all four key tests set by NHS England. The design is therefore deemed robust.

The conduct of the non-financial appraisal panel was largely in line with the process designed and agreed by Programme Board. The same applies to the financial analysis presented to the Programme Board.

Women's & Children's Supplementary IIA:

The impacts to women's and children represent a sub group of the impact to the population as a whole, therefore it is important to look at the whole IIA not just the women's and children's IIA.

Context with the population:

542,222 total combined catchment population for the Trust

640,000 patient contacts within the Trust in 2015/16

Recommendations for consideration:

There is sufficient evidence to support the original ideas.

David Evans: Would like to keep the bulk of the time that we have available to address the KPMG review and the IIA Report 2017. Time today would be better spent analysing the KPMG and IIA Report.

Jo Leahy: In regards to the IIA report for Women and Children, Women and children together make up over 50% of the population. Jo believes that the presentation has skated over the point that the most vulnerable individuals use this service in Telford & Wrekin.

Liz Noakes: The covering report and presentation doesn't show that the most vulnerable of the population / deprived areas will have longer journey times for women's and children's services.

Action: There needs to be more emphasis on travel times in the covering document and papers that are taken to the joint committee.

Simon Wright: Highlighting the point that the process that we are going through provides an opportunity to highlight barriers, we welcome comments from the public to understand how we can provide safe guards in a different way that support their needs.

David Evans: The senate report shows that this will be a trade-off, there will be parts of the service that are located in Telford & Wrekin, similarly the majority of elderly women would have longer travel times to access Gynae services. We are always going to have these problems.

Jess Sokolov: If we look at neonatal deaths in the first year of life in Telford these are increasing year by year, the idea is to improve care across the whole patch. While the travel times may marginally increase we need to militate against that.

Julian Povey: The population for W&C may be 50% but this doesn't equal to 50% of activity.

Liz Noakes: Has given a summary of the Telford & Wrekin Council letter to Simon Freeman addressing their concerns over the KPMG report. (Copy of this in Oak Lodge for reference)

Debbie Vogler: Would like to point out that the italics on the top of every page – 14, 16 and 18 are the key messages that KPMG would like to highlight.

Rob Jones (KPMG): Overall comment is that the report is for a complex process which will highlight on areas that are satisfactory and areas that would be improved. It is KPMG's responsibility to produce this report and the board's responsibility to approve it. No further comment from Rob on the KPMG report as it speaks for itself.

Hayley Thomas: Hayley would like to make a query on Page 27, 4th paragraph: "While valid criticisms of the limitations of some of the evaluation approaches used have been made"

Rob Jones (KPMG): What is noted in the report is that the Programme Board were presented with a number of ways to calculate the benefit point. None of them are perfect and will disadvantage certain scenarios; this is not a specific criticism of one approach.

Hayley Thomas: Hayley would like to make a query on Page 34 last statement: "This case will need to be demonstrated in greater detail prior to public consultation commencing."

Simon Freeman: This came from shutting community beds and then realising they didn't have the facilities to accommodate them elsewhere.

Julian Povey: Were all individuals interviewed individually ? Or were they offered the opportunity to bring with them a lawyer? Was this in the terms and conditions?

Rob Jones (KPMG): This wasn't specified to the stakeholder organisations who to bring with them to the interview. Powys and Telford & Wrekin Council brought more individuals with them to the interviews. The interviews were added as part of the scope to the terms of reference from the programme board.

Debbie Vogler: It was very clear that we were offering KPMG access to named representatives from each organisation; it was intended to be one person. This was out of scope and should have only been one individual.

Rod Thomson: How was rural deprivation assessed? There are various references throughout the report – to the CSU

David Frith: Rural deprivation could not be represented in this report.

David Evans: Programme board made several recommendations on the 30th November 2016. Given that this will be a recommendation to the Joint Committee regarding going out to public consultation, it is important that the programme board has a consensus. Does this materially affect the recommendations?

Liz Noakes: This has a material effect for Telford & Wrekin

Jo Leahy: The KPMG report and the IIA will materially affect the recommendations.

Jess Sokolov: There is nothing to suggest that this will affect levels of care. Jess would agree with the decision to go out to public consultation.

Graham Shephard: Doesn't believe there is anything that has come to light from the reports that would prevent us to take the recommendations forward.

Hayley Thomas: From a Powys perspective she agrees that we should go forward with the recommendations.

David Bell: We are aware of the deprivation in Telford and Wrekin & Shropshire agrees that we should go forwards with the information that we have.

David Evans: Question to the Stakeholder Groups does the information materially change the recommendations put forwards.

1. Simon Wright: No material change
2. Julian Povey: No material change
3. Hayley Thomas: No material change
4. Jo Leahy: This does have a material change.

David Evans: Programme Board 4:1 vote that the IIA and KPMG report does not materially change the recommendations to go out to public consultation with a preferred option.

6.0 FF PB 2017.07.31: Future Fit Programme Timeline and next steps:

Debbie Vogler: The next steps for the Future Fit Programme are:

1. For the Joint Committee to receive the recommendations on the 10th August 2017
2. PCBC sign off at the CCG Boards in August 2017
3. NHSE Assurance Panel in August /Sept 2017
4. Go out to public consultation in Sept 2017, important to note that the start date for public consultation is dependent on the outcome from the NHSE assurance panel
5. Consultation outcome findings report Dec 17 / January 18, this will require a Programme Board to receive the post consultation report.
6. Decision making business case approval January 2018

Debbie Vogler: Subject to these stages going well we will suggest that we go out to public consultation; these papers will go as a draft to the boards. A lot of work is currently taking place for the consultation.

Debbie Vogler: Subject to us consulting in September this would result in January for Public consultation.

7.0 FF PB 2017.07.31: Communications and engagement plans for the next 8 weeks:

Pam Schreier: Advises on a robust process, aim is to advise and ensure. We need the continued commitment of clinicians and organisations in order to be successful.

Updates:

- We have received over 800 responses to the online survey.
- We are now advertising events and currently doing a lot of Future Fit website development.
- Comms and engagement have a formal meeting with the QA on the morning of the 10th August 2017
- Currently looking into having telephone surveys available – due to demographic issues for those in Wales.
- Timeline overlaps with FF timeline in regards to key meetings etc.

Simon Wright: Please recognise with clinicians that we need to give them 6 weeks' notice – once we have the first dates it would be wise to get them sent out as soon as possible.

Alison Smith: Queried public meetings and meetings held in public

Pam Schreier: At the moment this is still up for discussion.

Alison Smith: Strongly suggests that we shouldn't open up meetings held in public due to issues with them being restricted to an agenda. Would be worth double checking that you aren't letting the public think that these meetings are a public forum.

Jan Ditheridge: Queried with Pam who will be doing the analysis on the surveys?

Pam Schreier: As of yet we do not have a company secured to do this work however we are currently in talks with organisations who provide this service.

Debbie Vogler: There are capacity issues in the comms and engagement team – we have had to sub-contract this work out on an interim basis. We desperately need an engagement manager on a band 7 and a programme manager on a band 8a to support Pam Schreier. We have done the Job Descriptions and are aiming to get these individuals in post as soon as possible.

Rod Thomson: As a local authority we offer our comms team in order to ensure this is a robust consultation

Pam Schreier: W/C 4th September 2017 we should have the posts in place to start developing a more detailed delivery plan.

Key Messages from Communications and engagement:

- All partners remain committed to creating sustainable hospital services for the future that meet local people's needs.
- We recognise that no change is not an option.
- Transformation on this scale is not easy and we recognise that people will have different views. Our aim is to deliver hospital services that are high, quality and sustainable for the whole of Shropshire, Telford and Wrekin and Powys.
- Our clinicians tell us that a new Diagnostic and Treatment Centre, a single Emergency Centre and two new Urgent Care Centres treating the majority of people who currently present at A&E is the way to deliver safe, high quality and sustainable hospital services for the patients of Shropshire, Telford & Wrekin and Mid Wales.
- The hospital trust has been working with the Treasury and Department of Health, over the past year, to make sure that the development is practical, the amount of money is available to the trust and repayment is affordable. The CCGs will receive a PCBC that will address the affordability of proposals. This will be further reviewed as part of the NHSE assurance process.
- The Future Fit programme has always recognised that further work would be needed to fully develop community models, before deciding upon any

changes to hospital services. A broad review is currently underway and will form part of the Pre-Consultation Business Case approval process in August. This will be further reviewed as part of the NHSE assurance process.

Programme Board- 31 July 2017

- Agreed spokespeople from CCGs to give interviews to media on behalf of board post meeting
- A stakeholder letter will be issued to all partners (and communications leads) (31 July)
- A press release to be issued to all media (31 July)
- Updates on programme website and social media (31 July)
- Offer to all MPs for a phone call/briefing

Joint Committee- 10 August 2017

- Board papers to be released 3 August 2017
- Press release and availability for interviews (3 August)
- Agreed spokespeople to give interviews post Joint Committee
- A stakeholder letter will be issued to all partners (and communications leads) (10 August)
- A press release to be issued to all media (post meeting) (10 August 2017)
- Updates on programme website and social media (10 August 2017)
- Offer to all MPs for a phone call/briefing

Questions:

Hayley Thomas: Could we have a comment from Pam / Assurance how patients in Powys this far and Powys Teaching Health Board.

Pam Schreier: Patients have been involved with the reading groups and in terms of Powys Teaching Health Board meetings have been had with Adrian Osbourne to address these issues.

Jo Leahy: What is happening in terms of the BME especially those who don't speak English as a first language?

Pam Scherier: We are bringing in Welsh speaking interpreters and Welsh documentation but the opportunity is there to have these documents translated into Polish, Hindi etc.

Comms & Engagement Workstream Meetings have been cancelled and new provisional dates will go out tomorrow – the next being the 17th August 2017

Simon Wright: The SATH board has taken an interest in the engagement process; Simon has asked that someone from comms and engagement attend the next SATH board for a level of assurance.

Julian Povey: Queried the issue of not having the documentation readily available in other languages

Pam Schreier: Due to cost issues we are not able to have these documents readily available; they will be produced in Welsh and English.

Debbie Vogler: Suggested that we see what the costs would be for this documentation to be produced.

Simon Freeman: What would be reasonable would be to provide it in languages where there is a clear need and demand.

Jess Sokolov: Jess has suggested that we speak to the council to find out the language percentages.

Julian Povey: Stressed that this documentation also needs to be available for those with sight issues.

Hayley Thomas: We need to capture this information in order to have meaningful analysis.

David Evans: David had suggested a delay in the publication of papers until the 3rd August 2017 and re-literate that individuals are able to discuss the papers with colleagues however not to share the document until agreed.

8.0 FF PB 2017.07.31: Risk Register

Simon Freeman: Would like to email Alison Smith outside of this meeting with his queries.

Debbie Vogler: This has to go back to the workstreams so this may be worth taking outside of this meeting

Simon Wright: Clinicians at SATH have asked us to be reminded of the risks to the population if these risks are not actioned and identified clearly.

Karen Calder: Highlighting the lack of input from the workforce – this is a fundamental risk that needs to be addressed.

9.0 FF PB 2017.07.31 any other business

Simon Freeman: Simon has asked if Powys is going to be providing a contribution to add Powys to the consultation costs. Due to the deficit issues with Shropshire CCG we are not in a position to pay for the costs of Powys during this consultation.

David Evans: There is a need for a meeting in September, this will be firmed up and set out in due course.

10.0 FF PB 2017.07.31 Dates of the next Future Fit Programme Board:

The next Future Fit Programme Board Meeting is yet to be confirmed but will be sent out to all members as soon as the date and venue are confirmed.

Enclosure 2

RAG Rating Key:	
	Overdue
	Scheduled for this meeting
	Scheduled beyond date of this meeting
	Action completed

Action	Meeting Date	Agenda Item	Action Point	Owner	Agreed Due Date	Revised Due Date	Comments/Up date	RAG rating	Status
1.	30 th November	4	Update the terms of reference for the STP Acute and Specialist Services Board based on comments. Submit to STP Partnership Board	Debbie Vogler	ASAP	June STP Board	To be submitted as part for revised governance arrangements to STP Delivery Group September		Closed

2.	8 th June 2017		HB to update the programme board distribution list membership	Haley Barton	Next Meeting		Haley has now updated the programme board membership		Closed
3.	8 th June 2017		Debbie Vogler to confirm a date for the programme board and joint committee.	Debbie Vogler	ASAP		Debbie Vogler can now confirm that the programme board will take place on the 31 st July 2017 and the Joint Committee will take place 10 th August 2017		Closed
4.	8 th June 2017		Debbie Vogler to circulate the revised Future Fit Timeline	Debbie Vogler	ASAP		Debbie Vogler can confirm that the updated Future Fit timeline has been circulated.		Closed

5.	8 th June 2017		Debbie Vogler to bring back a revised PEP to the Programme Board	Debbie Vogler	Future Meeting		To be brought back to the November Programme Board		Open
6.	8 th June 2017		Bring back revised governance structure to board meeting	Debbie Vogler	Future Meeting		To be brought back to the November Programme Board		Open
7.	8 th June 2017		Pam Schreier to bring the Comms & Engagement plan to address Gateway concerns to the next Programme Board	Pam Schreier	Next Meeting		On the agenda July as a presentation		Closed

8.	8 th June 2017		A consultation and resource plan to be brought back to next meeting	Pam Schreier	Next Meeting		On the Agenda July		Closed
9.	8 th June 2017		Alison Smith to bring back the revised risk register at the next programme board meeting and report back to the Assurance Workstream on progress	Alison Smith	Next Meeting		Risk register has been update accordingly		Closed
10.	8 th June 2017		Programme board minutes are to be posted on the Future Fit website	Karen Higgins / Pam Schreier	Next Meeting		February meeting minutes have now been posted to the Future Fit Website		Closed

11.	31st July 2017		STP Governance Structure to be updated	STP PMO	November meeting				Open
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