

NHS England
DRAFT Minutes of the Board Meeting Part 2 – Confidential
24 September 2015
Southside, London

Present:

Professor Sir Malcolm Grant	Chairman
Simon Stevens	Chief Executive
Ed Smith	Non-Executive Director and Deputy Chairman
Lord Victor Adebawale	Non-Executive Director
Professor Sir John Burn	Non-Executive Director
Sir Ciaran Devane	Non-Executive Director
Dame Moira Gibb	Non-Executive Director
Noel Gordon	Non-Executive Director
David Roberts	Non-Executive Director
Paul Baumann	Chief Financial Officer
Jane Cummings	Chief Nursing Officer
Sir Bruce Keogh	National Medical Director
Ian Dodge	National Director: Commissioning Strategy
Dame Barbara Hakin	National Director: Commissioning Operations
Karen Wheeler	National Director: Transformation and Corporate Operations

In Attendance:

Tom Easterling	Chairman’s and Chief Executive’s Office
----------------	---

Apologies:

Margaret Casely-Hayford	Non-Executive Director
Tim Kelsey	Director for Patients and Information

Secretariat:

Fiona Barr	Head of Corporate Governance and Board Secretary
------------	--

Ref	Minute
1.0	Opening Administration
1.1	Apologies were as set out above.
1.2	There were no declarations of interest.
2.0	Minutes of Previous Meetings
2.1	The minutes of the meeting held on 23.07.15 were accepted as an accurate record. There were no matters arising.
3.0	Update on Resilience Planning and Preparation for Winter 2015-16
3.1	Dame Barbara Hakin, National Director: Commissioning Operations, updated the Board on the work underway across the NHS.
3.2	2014-15 had been a particularly challenging winter for the NHS with the highest levels of emergency admissions since monitoring began. However, the NHS had responded well.
3.3	The preparations for this winter included a number of national initiatives, such as the earlier release of funding and strengthening NHS 111 and out of hours services, with much of the work for winter 2015-16 being led by system resilience groups (SRGs) locally. Monitor and the NHS Trust Development Authority (TDA) had also written to trusts signalling the priority importance of meeting NHS Constitution standards throughout winter.
3.4	The Board was assured by the arrangements put in place while noting the pressures on hospitals, GPs and social services, and the forthcoming cap on

	agency spend. The Board received the report.
4.0	Urgent and Emergency Care Review
4.1	Sir Bruce Keogh, National Medical Director, explained that urgent and emergency care (UEC) was one of the new models of care set out in the <i>Five Year Forward View</i> (FYFV) and that the UEC review proposed a fundamental shift in the way urgent and emergency care services were provided. The vision was twofold: <ul style="list-style-type: none"> i. To provide responsive, effective personalised care as close to home as possible for patients with urgent but non-life threatening conditions. ii. To ensure that patients with more serious or life-threatening emergency care needs were treated in centres with the very best expertise and facilities to maximise chances of survival and a good recovery.
4.2	The eight recently announced UEC Vanguard sites would operate as “accelerator sites” to test out the underlying philosophy of the UEC review, though to implement the vision fully would take years of transformational change. The tariff for UEC activity would also be re-aligned to take account of the substantial element of fixed costs in providing UEC services.
4.3	The Board discussed the cost implications of the proposals and how improvements in the management of A&E demand and service provision had to contribute to the overall £22bn of cost savings over the next five years.
4.4	The UEC review set out a shift in how people used services and what services people used (“channel shift”). Standard marketing tools to fully understand current patient (“consumer”) behaviour and use of services could help better target communications to effect a change in behaviour followed by measuring the resulting channel shift.
4.5	The Board received the report and signalled its support for the UEC review and implementing its recommendations.
5.0	Five Year Forward View Acute Care Collaboration
5.1	Ian Dodge, the National Director: Commissioning Strategy, explained that the fifth strand of the Vanguard programme was one of Acute Care Collaboration (ACC) and would give rise to four new models of delivery: <ul style="list-style-type: none"> i. Chain. ii. Multi-provider Local Hospital. iii. Specialty Franchise. iv. Accountable Clinical Network.
5.2	The Board expressed its support for the new ACC model - and the New Care Models (NCM) programme as a whole – in particular the way in which it was encouraging collaboration in the NHS. However the Board recognised the complexity of this level of structural change for the NHS and concurred that the launch of the NCMs should be closely monitored and evaluated to measure their overall impact. It was essential that confidence in delivery remained high.
5.3	The Board discussed the importance of leadership to the success of the Vanguard programme as a whole and felt that this was a system-wide weakness which had to be addressed.
5.4	Ian Dodge reminded the Board that the Vanguards and NCMs did not just represent a change programme but also a “cultural provocation”. He agreed to look at how collaborative leadership development could be organised nationally and investigate a twinning programme with leaders of international care models and Vanguard/NCM leaders to cross-fertilise the mindset and skillset needed to operate a new “mixed economy” care system in the NHS.
5.5	The Board received the report and agreed to work closely with the board of NHS Improvement and other national partners to ensure that barriers to progress were tackled effectively.

6.0	Report from Strategic HR & Remuneration Committee on 23.07.15
6.1	This report was taken as read by the Board and accepted.
7.0	Draft Agendas for Board Meeting in November 2015
7.1	The draft day plan and agenda for the Board meeting in November 2015 were agreed.
8.0	Any Other Business
8.1	There were no items of any other business.
Date of Next Meeting: 20 November 2015, Southside, London	

Agreed as an Accurate Record of the Meeting	
Date:	
Signature:	
Name:	Professor Sir Malcolm Grant
Title:	NHS England Chairman