

# **BHR Systems Integrated Care Steering group (ICSG) Briefing**

Meeting dated – 21 January 2015

Venue – Beckett's House, Ilford

## **Summary of paper**

This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting on this occasion took the form of a workshop to discuss Frailty; the workshop was chaired by Jane Gateley, Director of Strategic Delivery, BHR CCGs, and was attended by members as per the Terms of Reference, with additional operational leads invited to enhance the discussion.

<b>Agenda</b>	<b>Key issues raised</b>
Workshop to discuss the older person's pathway	<p>Following receipt of guidance from the Integrated Care Coalition, the Integrated Care Steering Group meeting on this occasion took the form of a workshop with additional operational leads for frailty services invited to enhance the discussion. The purpose of the workshop was to look at the flow of patients through the BHR system and to look in greater depth at the schemes that have been put in place with additional monies received from the Government to support Operational Resilience through to March 2015.</p> <p>Leads from the new services provided the group with service outlines including an explanation of the service, criteria for patient selection and pathway for patient selection.</p> <p>Attendee's reviewed the current pathway, noting areas where they felt there was duplication, and identified possible areas for improvement/closer working to improve the pathway for patients.</p>
Next meeting	Wednesday 25 February 2015 (1pm – 3pm), Becketts House, Ilford

# BHR Systems Integrated Care Steering group (ICSG) Briefing

Meeting dated – 25 February 2015

Venue – Beckett's House, Ilford

## Summary of paper

This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

Agenda	Key issues raised
Strategic Plan	<p>The Director of Strategic Delivery provided the group with feedback received from NHS England on taking forward the five year Strategic Plan, this included the requirement to establish a Clinical Board and agreed financial position at a North East London level. Progress against these recommendations has been made and fed back to NHS England, including the establishment of the North East London Clinical Senate which will meet bi-monthly. BHR and WEL CCGs have also agreed to commission an independent piece of work to produce a joint overarching 5 year strategic plan which will include narrative and analysis of financial plans, opportunities and risks and identification of additional strategic planning opportunities.</p> <p>ICSG members received an update on the expressions of interest to become a vanguard site which Barking and Dagenham, Havering and Redbridge partners submitted to NHS England in early February. Two of the three expressions of interest centre around the substantial progress already made locally around:</p> <ul style="list-style-type: none"> <li>▪ Integrated Urgent Care Pathway Project</li> <li>▪ King George Hospital campus development</li> </ul> <p>The further expression of interest focussed on:</p> <ul style="list-style-type: none"> <li>▪ Coordinating complex care for young people</li> </ul> <p>Feedback following submission of the bids is expected from NHS England this week.</p>
Community Education Provider Network	<p>Following a successful bid to establish a local Community Education Provider Network (CEPN) in BHR, a workshop was arranged in February to consider how to translate the key requirements of a CEPN into meaningful workstreams to take this forward. ICSG members will receive an update on the outcome of this workshop at their next meeting in March.</p>
Frailty Workshop	<p>The Integrated Care Steering Group meeting in January 2015 took the form of a workshop, with additional operational leads for frailty services invited to enhance the discussion. The purpose of the workshop was to look at the flow of patients through the BHR system and to look in greater depth at the schemes that have been put in place with additional monies received from the Government to support Operational Resilience through to March 2015.</p> <p>ICSG members discussed and reviewed the recommendations and next steps to improve care for frail patients including steps to improve the quality and use of shared care plans, and simplifying referral routes into services. An action plan is being produced based on the key recommendations from the workshop for review at the next System Resilience Group meeting.</p>
Operational resilience phase one frailty schemes update	<p>Stakeholders are working to implement and continually improve performance of operational resilience schemes and are providing weekly progress updates to the System Resilience Group which include the planned impact of each frailty scheme, a red/amber/green rating for both implementation and delivery, any actions required to achieve a green status and issues for escalation (where appropriate). The ICSG discussed the current key issues for each scheme and agreed a way forward to resolve these. There was also discussion around the most successful elements of the plans which will be mainstreamed into standard service provision in 2015/16.</p>
Locality Training Funding	<p>The BHR economy has secured funding for three key training work streams: system wide training to support effectiveness of the Joint Assessment and Discharge Team, system wide training to support staff along frailty pathway and care coordination training.</p> <p>Pressure within the system has resulted in poor uptake for some elements of the programme. A learning exercise is underway to review the process for 2014/15 and feed lessons learnt into the 2015/16 education and training round which will be taken forward by the newly established Community Education Provider Network.</p>
AOB / Next meeting	<p>Wednesday 18 March 2015 (1pm – 3pm), Becketts House, Ilford</p>

# BHR Systems Integrated Care Steering group (ICSG) Briefing

Meeting dated – 18 March 2015

Venue – Beckett's House, Ilford

## Summary of paper

This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

Agenda	Key issues raised
Community Education Provider Network	The Integrated Care Coalition at their meeting on 16 March approved the proposed arrangements to establish Community Education Provider Network (CEPN) in BHR. The CEPN will be hosted by the North East London Foundation Trust and BHR GP Federations; implementation is underway for formal establishment in April. The CEPN will report into the Integrated Care Steering Group once it has been established.
Primary Care Commissioning	The group received an update on Primary Care Commissioning including progress towards achieving the CCG ambition of local delegation from NHS England of Primary care commissioning. The governance framework for this was agreed via the Integrated Care Coalition meeting on 16 March; a Committee in common will be established which will have a close relationship with the Primary Care Transformation board. BHR CCGs will take on delegated authority for primary care commissioning in shadow form in the next two weeks.
Mental Health Update	The group discussed the progress made at borough level to develop local Mental Health Crisis concordat action plans. A review of local service provision in each borough has also taken place following the development of mental health needs assessments in conjunction with local Joint Strategic Needs Assessments. Any issues identified through this process are being addressed locally. The group will have further discussion on the development of Mental Health services once the work has progressed further.
Children's Services Update	The Chief Operating Officer for NHS Redbridge Clinical Commissioning Group updated that the London wide Children and Young People's Network established in 2013 has completed a mapping exercise, identifying priority areas for focus going forward including premature mortality, long term conditions, transition to adult services, mental health and acute care. The group will receive an update at the next meeting from the London Network Clinical Leads.
Care Planning / Shared Patient Record	The Integrated Care Coalition meeting on 16 March suggested that the group agree a way forward to progress the development of Care Planning / a Shared Patient Record. The group agreed that the CCG, local authority leads and primary acute and community providers would have an initial meeting to discuss this in more detail and develop a proposal to take this forward which will be brought back to the next Integrated Care Steering Group meeting.
Integrated Health and Social Care Teams update	The North East London Foundation Trust Executive Director for Integrated Care & Transformation along with Operational Leads for each of the three BHR boroughs updated the group on progress to establish Community Health and Social Care Services in Barking and Dagenham, Havering and Redbridge. Work is underway to build on the previously established Integrated Case Management Teams, with the addition of Mental Health Link Workers and planned inclusion of therapy staff and closer working with social care. A number of key issues were identified in the course of the discussion (for example Information Technology), and a way forward to address these was agreed.
Frailty Workshop Outputs	The group reviewed and discussed progress against the actions in the Frailty Workshop outputs action plan.
Operational resilience phase one frailty schemes update	A number of the operational resilience schemes designed to improve system performance over the winter months are nearing the end of their planned lifespans. A gateway process is in place to review the schemes, their effectiveness and value for money with a view to identifying the most successful elements of the plans which will be mainstreamed into standard service provision in 2015/16.
Locality Training Funding	The BHR economy has secured funding for three key training work streams: system wide training to support effectiveness of the Joint Assessment and Discharge Team, system wide training to support staff along frailty pathway and care coordination training. An Advanced Care Coordination Conference took place on 4 March with a wide range of attendance from across the BHR economy. Feedback from the conference was positive and participants will attend Action Learning set meetings in the coming weeks to further develop their skills. In 2015/16 education and training will be taken forward by the newly established Community Education Provider Network. A learning exercise has been undertaken to review the process for 2014/15 and feed lessons learnt into the CEPN.
AOB / Next meeting	Wednesday 22 April 2015 (1pm – 3pm), Becketts House, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 22 April 2015
	Venue – Beckett’s House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Care Planning/Shared patient record	The group reviewed a draft proposal produced by leads from the three BHR Clinical Commissioning Groups, Local Authorities and primary, acute and community providers to take forward development of a shared care record. The intention is to develop a shared care record that will draw relevant information from different organisational datasets across the BHR economy and present a single portal for appropriate health and social care professionals to access this information, supported by a strong Information Governance framework. Proposals will continue to be developed with three workstreams (the focus of these will be clinical, technical and governance) established to take forward a period of scoping. A final worked up proposal will be taken to the Integrated Care Coalition meeting in June. The group also received an interactive demonstration of 'MiDoS'; an IT solution created to make the Directory of Services used by NHS 111 and other similar data sources more accessible to health professionals and the public.
Strategic Plan	The North East London Advisory Group meeting took place on 15 April; The Director of Strategic Delivery agreed to circulate the minutes from this meeting to the group.
Education and training	The Programme Director for Frailty updated that there are still spaces for advanced training and team building as part of the 2014/15 Locality Fund programme. The Community Education Provider Network Chair attended the meeting and updated that the first CEPN Board meeting will take place at the end of April. A project manager is being recruited to complete a mapping exercise of training currently available across the system and to identify any gaps. The group will receive monthly updates going forward.
Frailty	The Programme Director for Frailty updated the group on progress to complete the actions in the Frailty workshop action plan. A process is underway for review of the impact of 2014/15 Operational Resilience schemes and how to take these forward where appropriate. Partners from the CCGs and acute and community providers are developing a proposal to streamline services at the front end of A&E to improve productivity as well as usability for staff and experience for patients. This proposal will be reviewed at the System Resilience Group in May.
Commission on Improving Urgent Care for Older People	The NHS Confederation recently launched an independent Commission on Improving Urgent Care for Older People and has asked for areas to submit examples of good practice. The group agreed that BHR has a number of excellent examples of good practice that can contribute to this. The Programme Director for Frailty is compiling a list of examples following suggestions from the group that will be shared with the Commission.
AOB / Next meeting	Wednesday 20 May2015 (1pm – 3pm), Becketts House, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 20 May 2015
	Venue – Beckett’s House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Shared Care Summary	<p>The group received an update on progress to scope a proposal for a 'Shared Care Summary' in BHR. The intention is to develop an easy to use summary that will automatically draw relevant information from different organisational datasets across the BHR economy and present a single portal for appropriate health and social care professionals to access this information, supported by a strong Information Governance framework. Three workstreams have been established; clinical (what information will be in the summary) technical (how the information will be drawn from various systems into the summary) and governance (ensuring that the privacy of patients is respected and protected at all times).</p> <p>A proposal is being developed based on the outputs of the three workstreams which will be taken to the Integrated Care Coalition for consideration at their meeting in June.</p> <p>The group also reviewed and approved terms of reference for the Shared Care Summary Steering Group.</p>
Frailty	<p>The Programme Director for Frailty updated the group on progress to complete the actions in the Frailty workshop action plan.</p> <p>The impact of 2014/15 Operational Resilience schemes is under review and a process is underway to take these forward where appropriate.</p> <p>Partners from the CCGs and acute and community providers have developed a proposal to streamline services at the front end of A&amp;E to improve productivity as well as usability for staff and experience for patients. Members of the group received a copy of the proposal following the meeting for information.</p> <p>Further scoping work is taking place to analyse data around the services involved in the proposal. A worked up proposal will be reviewed at the Integrated Care Coalition in June.</p>
Care City	<p>NHS England are inviting local health and social care economies who think they may be able to form potential 'Test Bed' sites (those who are seeking to address real world health and social care challenges) to put themselves forward.</p> <p>The group reviewed a draft proposal to put forward 'Care City', a joint venture between North East London Foundation Trust and the London Borough of Barking and Dagenham with a vision to create a centre for innovation, research and education, as a potential 'Test Bed' site.</p> <p>The proposal was in the initial stage of development; the final proposal will be reviewed by the integrated Care Coalition in June.</p>
Education and training	<p>A local Community Education Provider Network (CEPN) has been established in BHR and is responsible for system wide training programmes. The first formal meeting took place in April 2015.</p> <p>The CEPN is required to submit a bid for access to up to £750,000 available for training across BHR. Two workstreams were established to develop suggestions for training (one for adults and one for children) and 'Community Matters' has been commissioned to write up the proposals into a bid on behalf of the BHR system which is due for submission on 22 May. A project manager is currently being recruited.</p> <p>Some areas of training including Dementia and Practice Nurse training will be commissioned and led by Health Education North Central and East London (HENCEL).</p> <p>The group will receive a copy of the training proposal for information once this has been finalised.</p>
AOB / Next meeting	Wednesday 17 June 2015 (1pm – 3pm), Becketts House, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 17 June 2015
	Venue – Beckett’s House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Shared Care Summary	The group received a copy of the Shared Care Summary position statement that was reviewed by the Integrated Care Coalition at their meeting on 8 June. The Project Manager fed back that Coalition members noted the outcome of the scoping work undertaken and were supportive of continuing to develop the proposal, recognising that the focus should be on a realistic pragmatic solution. Next steps include aligning information governance recommendations with the emerging discussions taking place around development of GP Federations, and testing a sample of the draft dataset to ensure that the technology available will support a Shared Care Summary.
Education and training	The group reviewed and approved Terms of Reference for the Community Education Provider Network (CEPN) which has been established in BHR and is responsible for system wide training programmes.
Frailty	The Programme Director for Frailty updated the group on progress to complete the Frailty workshop action plan which includes actions to; <ul style="list-style-type: none"> <li>▪ increase GP utilisation of the Frail Older People’s Advice and Liaison Service</li> <li>▪ review referrals by acute ward to the Enhanced Psychiatric Liaison service and agree actions to address any issues and variation in use</li> <li>▪ review referrals by ward at BHRUT to the Intensive Rehabilitation Service and agree actions to address any issues and variation in use</li> <li>▪ review services that have been established at the ‘front end’ of A&amp;E (to increase support to patients and ensure they receive the right input as soon as possible) to ensure that they are streamlined and easy to access</li> </ul>
Children’s Services	The meeting was attended by the Lead for the Healthy London Partnership Children and Young People’s Programme who led a discussion on the transformation of Children’s Services. The group discussed the vision of the programme; ‘An integrated system for the health and care which promotes health and can be easily navigated by children and young people, their families and the health professionals delivering their care to achieve the best outcomes’, and considered how to progress this within BHR, as well as ensuring that all stakeholders are represented in the discussion taking place at a London level (e.g. Local Authorities / Providers / Parents).
Integrated Health and Social Care Teams	The group received an update on progress to establish Integrated Health and Social Care Teams within each of the BHR boroughs. The discussion focused on the progress to co-locate Community Nursing cluster teams with adult social care, and the aim to move to single teams with a joint management structure to ensure that patients receive a more efficient, seamless service. Each borough is at a different stage of development and local nuances are being taken into account.
Next meeting	Wednesday 22 July 2015 (1pm – 3pm), Becketts House, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 22 July 2015
	Venue – Beckett's House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Shared Care Summary	<p>The group received a draft cut of the proposed Shared Care Summary dataset, developed by BHR clinicians across health and social care, which will continue to evolve as the project progresses. The group made some suggestions to improve the content of the dataset.</p> <p>The Programme Director for Frailty noted that an update paper on 'MiDos' (a suite of programmes designed to assist patients, call handlers and urgent care clinicians both in the field and based in call centres to find the most appropriate care pathway for their patient by searching the NHS Pathways Directory of Service) would come to the August Integrated Care Steering Group meeting. Havering Local Authority services are being populated on the Directory and a 'live test' with patients is planned in October.</p>
Education and training	<p>The group received an update from the 'Community Matters' Locality Fund Project Team lead detailing the journey to establish the Community Education Provider Network (CEPN), its Board membership and meetings, and the Locality Based Funding Investment Plan and allocation. The focus going forward will be on implementation of training packages and further updates will come to future Steering Group meetings.</p>
Care City 'test bed' site bid	<p>The meeting was attended by a lead from UCL Partners who updated that a 'Test Bed Bid' was submitted in June for 'Care City'; a joint venture initially established in 2014 by North East London Foundation Trust and London Borough of Barking and Dagenham but which is intended as a vehicle through which a wide range of stakeholders from across the BHR system can work together to benefit the local population. Their objective is to develop close alignment and joint strategy to better support the population of the BHR challenged health economy. Care City has already brought together researchers, education providers, technology experts, small and medium companies and social entrepreneurs to develop the workforce and healthcare products of the future. They are also actively collaborating with national and international groups that are aligned to their programme of work, e.g. with the recently launched pan London digital health initiative arising from the London Health Commission.</p> <p>Care City has been shortlisted to progress to the next stage of the process as a 'test bed' site following submission of their application to further develop the initiative with a focus on reducing health inequalities and supporting sustainability of service provision through support of 'healthy ageing' and social regeneration.</p> <p>The Steering Group will receive further updates as the shortlisting process progresses.</p>
Frailty	<p>The Programme Director for Frailty updated the group on progress to complete the Frailty workshop action plan including that;</p> <ul style="list-style-type: none"> <li>▪ The Frail Older People's Liaison Service, on both the Queens and King George hospital sites has been publicised to GPs</li> <li>▪ A weekend in September is being agreed to open access to Out of Hours GPs to FOPAL to access support and advice. This will be evaluated and could become common practice depending on the outcome of the test</li> <li>▪ Work is ongoing to further develop the Directory of Service</li> <li>▪ The extension of the EoL service, funded by Operational Resilience money in 2014/15, has been continued and the whole EOL service at BHRUT was highly rated by the CQC team</li> </ul> <p>The Programme Director for Frailty also noted that the Healthcare Commission intend to visit BHR to look in more detail at the Enhanced Mental Health Liaison and Community Treatment Team/London Ambulance Service Car service as examples of excellent patient care and best practice that may be rolled out across the country.</p>
Next meeting	Wednesday 19 August 2015 (1pm – 3pm), Becketts House, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 23 September 2015
	Venue – Beckett's House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Jane Gateley (Director of Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Integrated Health and Social Care Teams	<p>The group received an update on progress to establish integrated Health and Social Care Teams within each of the BHR boroughs; each borough is at a different stage of development, with local nuances being taken into account.</p> <p>The discussion focused on the progress to move to a single fully integrated health and social care service in Redbridge, a co-located Community Nursing cluster team with adult social care in Havering, and the planned workshop in Barking and Dagenham to identify a way forward to build on the progress already made to co-locate health and social care teams.</p> <p>It is anticipated that these steps to develop integrated Health and Social Care Teams will ensure that patients receive a more efficient, seamless service.</p>
Education and training	<p>The group received an update from the 'Community Matters' Locality Fund Project Team lead detailing the journey to establish the Community Education Provider Network (CEPN), their first Steering Group meeting, and the Locality Based Funding Investment allocation.</p> <p>A programme of training for 2015/16 is being arranged and will commence from November.</p> <p>There will be a strong focus going forward on workforce development with a training and development review taking place around current provision, as well as seeking to identify future workforce training needs to ensure that the BHR workforce can continue to meet the needs of our population.</p>
Care City 'Test Bed' site Innovators	<p>Care City is a joint venture initially established in 2014 by NELFT and the London Borough of Barking and Dagenham which is intended as a vehicle through which a wide range of stakeholders from across the BHR system can work together to benefit the local population. Their objective is to develop close alignment and joint strategy to better support the population of the BHR challenged health economy. Care City has already brought together researchers, education providers, technology experts, small and medium companies and social entrepreneurs to develop the workforce and healthcare products of the future. They are also actively collaborating with national and international groups that are aligned to their programme of work, e.g. with the recently launched pan London digital health initiative arising from the London Health Commission.</p> <p>The Steering Group meeting was attended by the Programme Lead from Care City who updated that further to their 'Test Bed Bid' submission in June 2015 for 'Care City', they have been shortlisted for the next stage of the process. As part of their bid, Care City have been engaging with over 260 innovators from whom they have identified 9 potential innovation partners. The next stage of the process includes the submission of a bid by 4th November, an interview process will follow this with a final decision from NHS England in December.</p> <p>An interim Care City base has been identified in Barking with a permanent site identified which will be ready in 2018 and will provide a centre of excellence for innovation and training.</p>
Mental health and children and young people's transformation plans	<p>A range of stakeholders including NHS England, the department of youth health and justice, Waltham Forest CCG and CSU colleagues joined the Steering Group for a discussion on the development of draft Child and Adolescent Mental Health Services Transformation initial plans which are due for submission on 16<sup>th</sup> October.</p> <p>The intention to set up meaningful dialogue with children and young people to co-produce solutions around these services was clearly articulated.</p> <p>The plans will aim to build capacity and resilience into Child and Adolescent Mental Health services ensuring their sustainability.</p> <p>A further meeting with NHS England is planned for the 2<sup>nd</sup> October to strengthen the initial plans.</p>
Frailty	Members received July and August frailty bulletins and programmes of events for older people's week in each of the three BHR boroughs.
Next meeting	Wednesday 18 November 2015 (1pm – 3pm), Becketts House, Ilford

<b>BHR Systems Integrated Care Steering group (ICSG) Briefing</b>	Meeting dated – 18 November 2015
	Venue – Beckett's House, Ilford
<b>Summary of paper</b>	This paper provides a summary of the key issues discussed at the last Integrated Care Steering Group meeting. The meeting was chaired by Kirsty Boettcher (Programme director, Strategic Delivery, BHR CCGs) and was attended by members as per the Terms of Reference.

<b>Agenda</b>	<b>Key issues raised</b>
Education and training	The group received an update from the Training Coordinator for the BHR Community Education Provider Network (CEPN). Community Matters are working to progress the packages of training with the intention of delivering them in year. The programme has been through the first reporting framework with HENCEL and feedback has been positive.
Care City 'Test Bed' site Innovators	The group received an update from the Managing director of Care City who updated that a decision on the bid that was submitted in September for monies to fund Care City should be known by 20 November. Care City will focus on 4 programmes of work, these being: Community, Research, Innovation and Education. They are currently recruiting to their team and are moving into Maritime House, Barking.
End of Life	The group were updated on the developments of End of Life care across BHR. A paper is going to the Executive meetings in Barking and Dagenham and Redbridge asking them to use the same "do not attempt resuscitation form" to ensure that there is a consistent approach across the system.
Devolution expression of interest	The chair advised that an expression of interest to become a pilot for 'Devolution' with an Accountable Care Organisation (ACO) being the method of delivery was submitted at the end of September. A steering group has been in place since the proposal was submitted which feeds into an Executive Group of CEOs. If the proposal is successful a Clinical Group, Demographic Oversight and an External stakeholder Group will also be established. We are expecting an announcement on whether the bid was successful as part of the Comprehensive Spending Review. If successful, BHR partners will develop a business case by summer 2016.
AOB	The chair stated that due to all the system developments both currently and expected to take place e.g. Vanguard/Devolution, it is suggested that meetings are reviewed to avoid duplication and ensure they meet the needs of the system. This was supported by the group.
Next meeting	TBC