



# SHAPING OUR FUTURE

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Cornwall and the Isles of Scilly  
Health and Social Care Plan

19 December 2016

Dear Colleagues,

As Chief Executives/Chief Officers of the main NHS and local government bodies working together to ensure the success of the Sustainability and Transformation Plan (STP) for Cornwall and the Isles of Scilly, we have been assessing our progress to date.

Whilst we are satisfied that we now have a sound basis on which to build, we are also clear that more remains to be done to increase the levels of urgency and collaboration that are so essential to achieving the ambitions that we have set out in our recent proposals for service transformation across health and social care in Cornwall over the next five years.

We believe that we now need to ramp up the levels of trust and openness among us, recognising that at times in the past we have failed to deliver the joined-up working that we had been hoping to achieve.

This is why we have agreed that from now on the four of us, acting as the Chief Officers of Cornwall Council, NHS Kernow Clinical Commissioning Group, the Royal Cornwall Hospitals NHS Trust and the Cornwall Partnership NHS Foundation Trust, should work together as a single team supporting the vital work being taken forward under the umbrella of our STP.

In future, the four of us will be meeting monthly to review progress and undertake any troubleshooting as may be necessary to ensure that historic organisational loyalties do not hold us back from achieving our shared strategy for preventing ill-health and delivering more care at home.

Over the coming months and years, we face some exceptional challenges that will require new combinations of resilience and creativity from us all. As we engage with them, we are determined constantly to ask ourselves the questions “What serves our patients and the residents of Cornwall and Isles of Scilly best?” and “What can we do better?”

A series of local engagement events are already underway about our latest Draft Outline Business Case and as we go through this process we will continue to sharpen up our proposals for the future delivery of health and care across Cornwall.

Our thinking now is that we will need to move with pace to establish an accountable care organisation (ACO) for Cornwall and the Isles of Scilly and one focal point for the strategic commissioning of health and care. Over the next few months we will explore options for strategic commissioning, determining through the right governance arrangements, the population outcomes for Cornwall and Isles of Scilly that we wish to achieve in respect of health and wellbeing which then informs the priorities for the ACO.



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We will work with colleagues in primary care to understand the place based plans that are emerging around clusters of practices to ensure that all of our aims are closely aligned and integrated within the thinking for the bigger ACO. We envisage the ACO will also include within it the Royal Cornwall Hospitals NHS Trust and Cornwall Partnership NHS Foundation Trust and Adult Social Care services. NHS Kernow has already committed to develop a place based way of working and is organising around three main geographic areas and creating a more robust clinical leadership model.

During the first quarter of 2017 we will be convening a small number of informal “round table discussions” in which we will share our thinking about this to get your views on the overall direction of travel for future leadership and governance arrangements. We would encourage any who have keen views on either the ACO or the single strategic commissioning function to contact any of us and we will let you know more about our consultative process.

Some early initiatives may be possible and by the spring of 2017 we hope to publish a detailed timetable for establishing the ACO and the single strategic commissioning function. At this stage our hope is that this process will be completed before the end of 2019.

We offer our shared support to **Kathy Byrne** in her wider Executive leadership role in relation to our health and care system and look forward to Kathy taking on the mantle of Lead Chief Executive for establishing the ACO across Cornwall and the Isles of Scilly.

We are excited by the leadership that will be offered by **Kate Kennally** as she steps into the role as **Chair of our STP**, building on the excellent work undertaken on our behalf by Joyce Redfearn during her time as independent Chair.

We also welcome very much the agreement by **Phil Confue and Jackie Pendleton** to work together as **Joint Senior Responsible Officers (SROs)** of our Sustainability and Transformation Plan. Between them they will be able to ensure that we benefit from SRO leadership on an almost full-time basis, which is now so essential as we build on our Draft Outline Business Case to develop wide-ranging proposals for service transformation.

We reaffirm the commitment made by the Chairs of our own organisations and key partner bodies to work in closer partnership to achieve a “functioning, responsive and effective health and care system for the people of Cornwall”. We believe that a shared commitment to candour, and assuming the best of each other, will enable us to make rapid headway in achieving higher levels of mutual trust.

We recognise that honest partnership working will at times require us all to say difficult things to each other. We want to maximise openness among us whilst trying to avoid situations where some of us feel that we are on the “back foot” in hearing about position statements by colleagues that take them by surprise. This is why we commit to a practice of “no surprises”.

If one of us has something to say that is likely to trigger lively debate across our system, we undertake to notify the others of that intent so that there is at least an opportunity to discuss the issues face-to-face before communication is shared more widely.



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Inevitably, the success of this sort of transformation is dependent upon the quality of collaboration among those bodies that are party to the process of convergence. We are keenly aware of how much our colleagues on the Transformation Board have already offered to the development of a shared vision for our STP. We are genuinely optimistic about the scope for us all creating together an exemplary model of system leadership in Cornwall and the Isles of Scilly, inspired by our shared mission to improve the health and wellbeing of our local population at the same time as achieving financial stability across health and social care.

Kathy Byrne  
Chief Executive, Royal Cornwall Hospitals NHS Trust

Kate Kennally  
Chief Executive, Cornwall County Council

Jackie Pendleton  
Interim Chief Officer, NHS Kernow CCG

Phil Confue  
Chief Executive, Cornwall Partnership NHS Foundation Trust