INTEGRATION: MAKING IT REAL

One System, One Budget - ‘the right care, at the right time, in the right place’

CONFFERENCE HANDBOOK
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Speaker/Course</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>9.00am</td>
<td>Arrival</td>
<td></td>
<td>Roland Levinsky Building, Crosspoint</td>
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<tr>
<td>9.30am</td>
<td>Welcome to Plymouth and the University</td>
<td>Tudor Evans, Leader of the Council and Professor Trish Livsey, Executive Dean Faculty of Health and Human Sciences</td>
<td>Roland Levinsky Building Lecture Theatre 1</td>
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<tr>
<td>9.45am</td>
<td>The National picture- approaches to integration</td>
<td>Paul Corrigan</td>
<td>Roland Levinsky Building Lecture Theatre 1</td>
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<tr>
<td>10.15am</td>
<td>Local Innovation in Plymouth</td>
<td>Carole Burgoyne, Jerry Clough, Steve Waite</td>
<td>Roland Levinsky Building Lecture Theatre 1</td>
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<td>10.55am</td>
<td>Thrive Plymouth</td>
<td>Professor Kelechi Nnoaham</td>
<td>Roland Levinsky Building Lecture Theatre 1</td>
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<tr>
<td>11.30am</td>
<td>Tea and Coffee Break</td>
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<tr>
<td>11.50am</td>
<td>Shaping the future Health and Care workforce</td>
<td>Sir Keith Pearson</td>
<td>Roland Levinsky Building Lecture Theatre 1</td>
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<tr>
<td>12.15pm</td>
<td>Panel discussion for Q&amp;A session</td>
<td>Carole Burgoyne, Jerry Clough, Professor Alf Collins, Ann James, Professor Kelechi Nnoaham, Professor Paul Corrigan, Sir Keith Pearson, Steve Waite</td>
<td>Roland Levinsky Building Lecture Theatre 1</td>
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<tr>
<td>1.00pm</td>
<td>Lunch, networking and exhibition</td>
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<td>Rolle Plaza Marquee</td>
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<tr>
<td>From 2.15pm</td>
<td>Local best practice workshop sessions</td>
<td>Suzanne Wixey and Sara Mitchell, Jerry Clough, Dr Steve Harris, Craig McArdle and Cllr Tuffin, Hilary Neve, Tracy Roose and Rachel Murray, Liz Davenport, Claire Oatway and Dr Jonathan Cope, Ed Whitelaw and Kate Smith, Tamara Powderley, Liz Brimacombe and Roland Gude</td>
<td>Rolle Building</td>
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<tr>
<td>4.15pm</td>
<td>Tea and Coffee Break</td>
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<td>Rolle Plaza Marquee</td>
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<tr>
<td>4.30pm</td>
<td>Final Address</td>
<td>Carole Burgoyne, Jerry Clough, Trish Livsey, Kelechi Nnoaham, Steve Waite</td>
<td>Rolle Plaza Marquee</td>
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<td>5.00pm</td>
<td>Close</td>
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Conference Venues

The morning sessions, including registration (9am till 1pm) will be taking place in the Roland Levinsky Building located at the southernmost point of campus, opposite Drake Circus.

Lunch (1pm to 2.15pm) will be held in the Rolle Plaza Marquee, which is located in the centre of campus between the Rolle Building, Francis Drake Halls, Brunel and Fitzroy Buildings.

For the afternoon workshop sessions we will be in the Rolle Building, on the ground, first, second and sixth floors and there will be members of the team on hand to direct you.

The final tea and coffee break and session will be held back in the Rolle Plaza Marquee.
<table>
<thead>
<tr>
<th>Contributors</th>
<th>Post &amp; Organisation</th>
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<tbody>
<tr>
<td>Liz Brimacombe</td>
<td>Practice Manager, Sentinel Healthcare South West (CIC)</td>
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<tr>
<td>Carole Burgoyne</td>
<td>Director of People, Plymouth City Council</td>
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<tr>
<td>Dr Jonathan Cope</td>
<td>GP and Managing Partner, Beacon Medical Group</td>
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<td>Jerry Clough</td>
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<td>Adjunct Professor of Public Health and Health Policy, University of Hong Kong and Imperial College London.</td>
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<td>Roland Gude</td>
<td>Strategic Director, Sentinel Healthcare South West (CIC)</td>
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<tr>
<td>Councillor Tudor Evans</td>
<td>Leader of Plymouth City Council, Plymouth City Council</td>
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<tr>
<td>Ann James</td>
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<tr>
<td>Dr Steve Harris</td>
<td>GP and Vice Chair Western Locality Board, Western Locality: Northern Eastern and Western Devon NHS Clinical Commissioning Group</td>
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<td>Professor Trish Livsey</td>
<td>Executive Dean, Faculty of Health and Human Science, Plymouth University</td>
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<td>Sally Mayell</td>
<td>Head of Pharmacy, Livewell South West (CIC)</td>
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<tr>
<td>Craig McArdle</td>
<td>Assistant Director Co-operative Commissioning, Plymouth City Council</td>
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<tr>
<td>Rachel Murray</td>
<td>Locality Lead West Cornwall, NEW Kernow CCG</td>
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<tr>
<td>Sara Mitchell</td>
<td>Deputy Locality Manager, Livewell South West</td>
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<td>Dr Hilary Neve</td>
<td>Director of Small Group Learning, Professionalism and Social Engagement, Peninsula Medical School (Plymouth University, Peninsula Schools of Medicine and Dentistry)</td>
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<td>Sir Keith Pearson</td>
<td>Chair, Health Education England</td>
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<tr>
<td>Tamara Powderley</td>
<td>General Manager, Primary Care Liaison, Plymouth Hospitals NHS Trust</td>
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<tr>
<td>Tracey Roose</td>
<td>Director Of Transformation and Partnerships, NHS Kernow</td>
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<tr>
<td>Kate Smith</td>
<td>Director, Memory Matters</td>
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<tr>
<td>Wendy Smith</td>
<td>Strategic Lead for Community Engagement, Plymouth Dental Social Enterprise</td>
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<td>Ed Whitelaw</td>
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Session Synopses

The National Picture - approaches to integration: Paul Corrigan, Adjunct Professor of Public Health and Health Policy at University of Hong Kong and Imperial College London.

Because of the impact of an aging population together with the changing nature of disease facing the NHS, the integration of the various streams of NHS services together with social care is one of the most significant changes in health care of this era. For over 60 years the fragmented services of the NHS have successfully increased their specialisations and have saved many lives. Now, the increase in the number and variety of long term conditions means that successful management of these conditions needs patient centred coordinated care needs to be developed out of these existing fragmentations. Add to these divisions the very different culture of local government and social care, and the development of a single service of person centred care becomes very hard.

Since this task is caused by the changes in demographics - not just in this country, but across the world, the future of the NHS means that it cannot be ignored. Nationally there are many very different attempts to develop person centred care, I will outline some of these and their successes and problems.

Local Innovation in Plymouth: Carole Burgoyne, Strategic Director for People, Plymouth City Council, Jerry Clough, Chief Operating Officer Western Locality: Northern, Eastern and Western Devon NHS and Steve Waite, Chief Executive, Livewell South West.

Bringing together health, social care and wellbeing in Plymouth by joining up and commissioning of services to ensure there is one system and one budget to deliver the right care, at the right time and in the right place.

Thrive Plymouth: Professor Kelechi Nolan, Director of Public Health, Plymouth City Council

This presentation will focus on Thrive Plymouth, the 10-year programme to improve health and wellbeing and reduce health inequalities in Plymouth. Thrive Plymouth is based on the local 4-4-54 construct, i.e. that poor diet, lack of exercise, tobacco use and excess alcohol consumption are risk factors for coronary heart disease, stroke, cancers and respiratory problems which together contribute to 54% of deaths in Plymouth (i.e. 4-4-54). Changing these four behaviours would help prevent four diseases and reduce the number of deaths due to these chronic diseases. This focus on chronic diseases is appropriate as they are now the major cause of death and disability worldwide, having surpassed infectious diseases and injuries. In addition to an on-going focus on the four behaviours, Thrive Plymouth also has a specific annual focus. In year one the focus was workplace health and wellbeing. This is based on the fact that employee health is critical to company culture and output. The focus of Thrive Plymouth in year two (from November 2015) is schools. This presentation will describe the development of Thrive Plymouth and the opportunities that the programme presents for improving health and wellbeing in the city.

So you think you and your organisation are person centred? Professor Alf Collins FRCA FRCP FRCGP (Hons)

He will give a good humoured, provocative and thought provoking presentation entitled ‘So you think you and your organization are person centred?’, where he will articulate the principles of person centred care in different contexts and demonstrate that there has been little improvement in the domains of person centred care over the last decade. He will challenge the audience to reflect on how person centred they actually are.....and then encourage them to make plans to improve.
Shaping the future Health and Care workforce: Sir Keith Pearson

We all know that the future is clouded with uncertainty across the healthcare sector – new technology, pharmaceutical advances, genetic engineering - require us to develop new ways of working with an aging population that will have more complex co-morbidities, be more aware of their care needs and have growing expectations of what the care system should deliver with them and for them. In this speech, Sir Keith Pearson will set out what HEE is doing to support the current future workforce, make the strategic changes needed for the medium term, and ensure our next generation of professionals are as ready as they can be for that unknown and largely unknowable future.

Panel Discussion for Q&A session

The panel, consisting of the mornings speakers; Carole Burgoyne, Jerry Clough, Professor Alf Collins, Ann James, Professor Kelechi Nnoaham, Professor Paul Corrigan, Sir Keith Pearson and Steve Waite will take questions from the audience for this session in order to universally address the wider questions that will have been engendered by the morning’s presentation.

Workshops:

a. Integrated care in action: Suzanne Wixey and Sara Mitchell

Livewell Southwest is an Independent Social Enterprise providing integrated health and social care services for people in Plymouth, South Hams and West Devon as well as some specialist services for those living in Devon and Cornwall. The presentation will focus on its ‘integration journey’ and how we are delivering truly integrated provision.

Formerly known as Plymouth Community Healthcare, the organisation officially formed on 1 October 2011 as an independent health services provider, working as part of the NHS family in a similar way to GP’s, Dentists and Pharmacies and offering community, physical and mental healthcare. On 1st April 2015, Livewell Southwest took over the adult social care assessment service from Plymouth City Council.

Recent acquisitions and mergers have meant that Livewell Southwest is gaining national and international attention for providing a unique range of services in the South West of England. Livewell Southwest is committed to fairness, equity, and values diversity in all aspects of its work as a provider of healthcare services and as an employer of people. We constantly strive to ensure services are fully inclusive and accessible, meet the health needs of the local community and seek to build a workforce that is representative of the community it serves.

Health and social care in England is changing. As a result of the Health & Social Care Act 2013 and the Care Act 2014, health and social care services are being brought together into one integrated service that will ensure people receive the right care, at the right time, in the right place.

Integrated services will be more efficient and will provide people with a better experience of health and social care, centred on their needs, and provided at home wherever possible.

In Plymouth, our organisation is at the forefront of integrating adult health and social care.

In April 2015, adult social care staff transferred to Plymouth Community Healthcare from Plymouth City Council and we have already developed a number of innovative new services to efficiently deliver ‘person centred’ coordinated care, that are gaining national attention, including:

- Community Crisis Response Team
- Acute Care at Home
- Robin Community Assessment Hub
• Integrated Hospital Discharge Service
• Locality Teams

Each of these integrated services works under a new ‘multidisciplinary’ team structure including health and social care professionals, which means we can more effectively manage people’s care needs, reduce acute hospital admissions, minimise the duplication of assessments and, most importantly, deliver better quality care.

While the work to integrate health and social care is happening at pace, it is still in its first year and there remain challenges ahead in developing new ways of working, with the right systems in place to support service delivery.

Plymouth Community Healthcare is working with our staff, people who use our services and the organisations that commission health and social care services locally (New Devon CCG and Plymouth City Council) and the voluntary sector to share our achievements, challenges and learning. This will help shape how we deliver services in the future.

b. One system, one budget: Craig Mc Ardle and Jerry Clough

This session will focus on what key changes have been delivered in Plymouth that see the health and wellbeing system at the leading edge of integration on a national stage. It will look at the vision that drives the work on integration of both provision and commissioning and the components that have been critical to making such an ambitious transformation journey a success. “Why did we set out on an integration journey, how have we delivered the transformation and what is in place and in development”.

c. Educating the future workforce: Hilary Neve

This session will introduce some of innovative educational approaches being developed by Plymouth University and local healthcare organisations, training health professionals to work in tomorrow’s healthcare environment while meeting the needs of our local community. You will be introduced briefly to each approach and then have time to ask questions and find out more about the approach that interests you most.

Examples will include:
• The work of the Peninsula Dental Social Enterprise award winning Community Engagement Team, supporting future dentists and doctors to engage directly with service users to design interventions to promote health and wellbeing and gain a unique understanding of health in its broadest sense.

• Plymouth University’s pioneering Physician Associate programme, training a new healthcare workforce in the UK, who will work under supervision in both Hospital and General Practice to supplement the existing workforce and improve patient access.

• New approaches to addressing workforce issues while integrating physical, psychological and social health care in General Practice:
  - A pan-Peninsula approach to recruiting, supporting and retaining clinical pharmacists to work in general practice
  - A new initiative exploring opportunities for clinical psychologists to take on new roles work alongside GPs.
This session will be led by:

- Hilary Neve, local GP and Director of Small Group Learning, Professionalism and Social Engagement at Plymouth University Peninsula Medical School.
- Nicky Brown, Community Engagement Team, Plymouth Dental Social Enterprise
- Lealah Hewitt, Clinical psychology in primary care student, School of Psychology, Plymouth University
- Nick Cooper, Plymouth University Peninsula School of Medicine and Dentistry Physician Associate programme
- Sally Mayell, Head of Pharmacy, Livewell, SouthWest

**d. Pioneers in Practice: Tracy Roose**

Over two years ago, Cornwall and the Isles of Scilly became one of the first wave of ”Pioneers”; areas signed up to different ways of working, new models of care and a collaboration between people, community and NHS providers. This session will look at the progress to date, the challenges, the solutions and some great stories. What do partners in Cornwall and the Isles of Scilly know now about transformation in the NHS and in our communities and what happens next?

**e. Integrated Care Organisation: Liz Davenport**

Liz will provide an overview of the inspiration behind the Integrated Commissioning Organisation in Torbay and the vision for the future. She will include a brief summary of the new care model, the drivers for change and the transformation journey to date. Liz will ask the critical question: how will we know that we have made a delivered better outcomes for people in our community? Speaking about the evaluation measures that have been put in place to provide assurance that the changes have made a real difference.

**f. Primary Care Home Modelling: Claire Oatway and Dr Jonathan Cope**

The future of our NHS is broken unless we change what the offer to our patients, our workforce and to providers. In this session we will share our experiences to date as Beacon Medical Group, highlighting where small scale innovation has created the ripples for broader positive disruption and how we are re-igniting passion and excitement across our communities.

In December 2015 we were announced as one of 15 sites given the mandate to test the new Primary Care Home model. This new model of care allows us to focus resources and energies around a smaller unit of place. It has a strong evidence base in the US with many parallels with the UK integration pathway. We will update our audience on what primary care home is, our collaborative progress to date and give insight to peers on how to excite your communities.

**g. Social Enterprise City: Ed Whitelaw Head of Enterprise and Regeneration, Real Ideas Organisation and Kate Smith, Director Memory Matters South West**

Plymouth is one the UK’s leading places for Social Enterprise. Recognised in 2014 as the UK’s first ‘Social Enterprise City’, Plymouth has some 130 social enterprises employing 7000 people and currently the focus of a national community enterprise pilot. Operating across a range of sectors, from social care to culture and from tourism to education, the possibilities of social enterprise have generated a range of new ways of working including within healthcare. Hear from the Plymouth Social Enterprise Network and some of their leading health based members as they bring fresh thinking to everything from patient care, to operating models and financing.

Including Memory Matter CIC a leading dementia organisation that’s opening a new memory café in Plymouth and the Real Ideas Organisation CIC, working with social investors to develop a new generation of health start-ups.
h. Integration in Acute Care: Tamara Powderley

Plymouth Hospitals NHS Trust has started to work with local GPs and senior clinicians from local providers to establish a Collaborative Clinical Cabinet (CCC). The cabinet, whilst in its infancy, is being fostered to increasingly take greater collective responsibility for the health of the local population.

The cabinet has a simple aim: to work together as clinicians, to create new networks and collaborations - across multiple professional groups and organisations - to meet the needs of local people. Our ambition is to work collectively to deliver a common set of outcomes for local people.

The cabinet is developing new models of care in a number of areas. The workshop will review the offers that the combined efforts of the cabinet plan to make to people living locally. We will focus predominantly on our proposed new model of care for people living with diabetes or suffering from chronic pain.

The workshop will share our proposed new models of care, explore the new technology and methodologies we will use, and the evolving models of performance and payment we are considering to allow us to achieve our aspirational outcomes that include 90% for all newly diagnosed diabetic patients achieving glycaemic control within 6 months of diagnosis.

i. Collaborate or Federate: Liz Brimacombe and Roland Gude Strategic Director – Sentinel Healthcare SouthWest

Sentinel is a community interest company which is owned and operated by every GP and Practice Manager in the Western Locality (Plymouth, West Devon & South Hams)) and holds the Social Enterprise Mark. Essentially it is a large federation of GP practices which, uniquely, maps directly onto the Acute Trust population. Established in 2007, in 2010, we were one of the national GP Pathfinder Consortia. We are now a provider of community based clinical services and offer business services for practices.

This interactive workshop will introduce participants to the Sentinel model and consider its wider relevance. We will explore the benefits of our approach, the lessons learnt over the last 8 years and explain how our plans for the future fit with the changing healthcare environment and NHS priorities.

Final Address; Carole Burgoyne, Jerry Clough, Trish Livsey, Kelechi Nnoaham, Steve Waite

This session will aim to bring together the many facets from across the day and bring some conclusion to the discussions, workshops and keynote sessions.
**Speaker Biographies**
(In order of appearance in the programme)

**Tudor Evans, Leader of the Council, Plymouth City Council**
Tudor Evans is Leader of Plymouth City Council and in his 28th year of continuous service to the Ham ward as a Labour & Co-operative Councillor.

He is a member of One Plymouth, Plymouth’s guiding partnership, a member of Plymouth Growth Board and he represents Plymouth City Council on South West Councils.

Tudor was born in Ebbw Vale, South Wales and is an Environmental Science graduate.

He was a director of a co-operative printing company for 11 years and is currently working as a local government consultant.

His partner Jane works for First Group in London and Plymouth and he has two step-daughters.

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**Professor Patricia Livsey, Executive Dean, Faculty of Health and Human Sciences. Plymouth University, PhD, PGCE, BA(Hons), RN(Adult), RN(Child), CCN, RHV, RNT, FRSM, FHEA**

Trish Livsey is the Executive Dean for the Faculty of Health and Human Sciences. She has the strategic lead for the management and leadership of the Faculty, which comprises of three Schools; Nursing and Midwifery, Health Professions and Psychology. The Faculty includes eleven health professions along with a range of academic and other professional programmes. Her current role centres on presenting vision and leading change.

The prime focus of Trish’s academic and research background is focused on child, family and community health. Professionally, Trish is a registered Adult Nurse, Child Nurse, Health Visitor and Nurse Tutor. Trish is also a Fellow of the Royal Society of Medicine (FRSM) and a Fellow of the Higher Education Academy (FHEA).

Trish has an outstanding track record of partnership building, with extensive experience of health commissioning. Trish is a member of a number of local and national boards and most recently has been enlisted to be on to the working group to develop the new standards for Nursing and Midwifery. Trish is also the External Advisor for Nursing Programmes and the Open University and Chief External Examiner for Chester University.

Trish has successfully enhanced research and student experience across a wide range of health disciplines, including alternative medicine. Her most recent research is focused on the use of alternative health provision for children. Trish is qualified in Neuro Linguistic Programming and Hypnotherapy alongside other alternative medicine practices.
Professor Paul Corrigan, Adjunct Professor at University of Hong Kong and Imperial College London

Paul Corrigan gained his first degree in social policy from the LSE in 1969, his PhD at Durham in 1974. He is currently adjunct professor of public health at the Chinese University of Hong Kong and of health policy at Imperial College London.

For the first 12 years of his working life he taught at Warwick University and the Polytechnic of North London. During this period he taught, researched and wrote about inner city social policy and community development. In 1985 he left academic life and became a senior manager in London local government and in 1997 he started to work as a public services management consultant. In 1998 he published Shakespeare on Management.

From July 2001 he worked as a special adviser to Alan Milburn first and then John Reid, the then Secretary of States for Health. At the end of 2005 he became the senior health policy adviser to the Prime Minister Tony Blair. Over this six years he was instrumental in developing all the major themes of NHS reform not only in terms of policy levers buy also in developing capacity throughout the NHS to use those levers. Between June 2007 and March 2009 he was the director of strategy and commissioning at the London Strategic Health Authority.

Since then Paul has been working as a management consultant and an executive coach helping leaders within the NHS and internationally create and develop step changes within their organisation. In September 2011 he published a pamphlet 'The hospital is dead Long live the Hospital' that was recognised by a leader in the Times as an important contribution to reform. He continues to argue the case for NHS reform. From July 2013 he has become a non executive director of the Care Quality Commission. In 2015 he is working with NHS England to help them develop the new models of care.

Carole Burgoyne, Strategic Director for People, Plymouth City Council

Carole started her career with Devon County Council in 1978 as a frontline Social Worker.

She has worked for Plymouth City Council since 1998 covering many roles including Head of Performance & Resources for Social Services, Assistant Chief Executive and Director for Community Services.

As the current Strategic Director for People her responsibilities include Adults’ and Children’s Social Care, Co-operative Commissioning and Learning & Communities. She has recently led the Integration for Health and Well-Being Transformation Programme for the Council.

Jerry Clough, Chief Operating Office, Western Locality: Northern Eastern and Western Devon NHS Clinical Commissioning Group

Jerry is a senior leader who has held board positions in a variety of NHS organisations in Cumbria, Yorkshire and Devon as Chief Executive and Finance Director and has been involved in commissioning for nearly 20 years. He joined the CCG in April 2013.

Jerry left the NHS in 2007 to establish his own company and divided his time between coaching, development and delivering strategic change projects. He worked extensively with a number of CCGs on development in different parts of the country as well as different economies on programmes of change.
Steve Waite, Chief Executive Office, Livewell Southwest

Steve qualified as a General Nurse in 1984 and he has worked in a variety of clinical settings, but specialising in care of the elderly. Steve has held a number of senior management posts within Acute, Community and at Health Authority level. He obtained an MSc in Healthcare at Exeter University and in 2016 was awarded an Honorary Professor role with Plymouth University.

Steve has had experience in a number of Board level roles, including Director of Nursing, Director of Operations, Chief Operating Officer and Deputy Chief Executive. Steve spent a number of years within the Medical Branch of the Royal Naval Reserve alongside his NHS career, including being part of the Tri-Service BATLS training team. He is currently Vice Chair of the Local Education and Training Board for the South West, Health Education England.

As of 1 October 2011, Steve was appointed as Chief Executive of Plymouth Community Healthcare and has led this organisation through a number of changes, including development into an integrated Health and Social Care Organisation, which rebranded to Livewell Southwest in January 2016.

Professor Kelechi Nnoaham, Director of Public Health, Plymouth City Council

Kelechi is currently Director of Public Health for Plymouth, a city of 261,000 residents. He qualified with a medical degree 1999 and practised in general medicine and infectious diseases before pursuing public health training in Oxford. He researched women’s health and chronic disease prevention for a PhD in Public Health and Epidemiology at University of Oxford. In Plymouth City Council, he has additional responsibility for public protection and civil protection services, a duty he combines with academic roles as honorary Professor of Public Health in Plymouth University. Since joining the Council in April 2014, Kelechi has gone about articulating a city-wide agenda for tackling health inequalities (‘Thrive Plymouth’) which has at its heart a focus on social change, population prevention and multiple risk behaviour modification.

Professor Alf Collins FRCA FRCP FRCGP (Hons), Clinical Associate in person Centred Care, The Health Foundation

Professor Collins is currently clinical advisor for person centred care and integrated personal commissioning in NHS England. He is also clinical lead for long term conditions in Somerset CCG and visiting professor of person centred care at Coventry University.

From 2005-15 he was clinical associate in person centred care at the Health Foundation where he was clinical lead for a number of the Foundation’s flagship patient engagement programmes. He has been a researcher, communicator, writer and policy advisor in person centred care for 2 decades before moving into NHS England in 2016.

He was awarded an honorary fellowship of the Royal College of Physicians for his work in person centred care in 2013 and the Royal College of General Practitioners in 2015.
Sir Keith Pearson JP DL, Chairman, Health Education England

Keith was appointed as Chair of Health Education England in June 2012. He was previously Chair of the NHS Confederation and was responsible for co-chairing the Commission on improving dignity in care for older people. He is currently Independent Advisor to the Department of Health’s Visitor and Migrant NHS Cost Recovery Programme, Chair of the Workforce Race Equality Standard Advisory Group, and he is also Chair of the GMC, UK Revalidation Implementation Advisory Board.

Keith has held Chair appointments in the NHS dating back to 1998 when he was appointed Chair of South Somerset Primary Care Group. He later became Chair of South Somerset PCT and was Chair of the Norfolk, Suffolk and Cambridgeshire SHA prior to the merger in 2006. From 2006-2010, Keith was Chair of NHS East of England.

He is highly regarded for his healthcare expertise and knowledge gained through more than 30 years of working in the healthcare sector. Prior to coming to the NHS Keith worked with BUPA for seventeen years, five of which were based in Hong Kong as their Chief Executive. He moved on from BUPA to become Chief Executive of AON's operations based in Thailand and then in Singapore.

Keith was influential in developing the NHS Constitution. He received an Honorary Doctorate in Health from the University of Bradford in December 2014, and a Knighthood in Her Majesty the Queen’s Birthday Honours List in June 2010 for services to healthcare.

He is Honorary Commander of the USAF 501st Combat Support Wing in Cambridgeshire and is Vice Chair of the 51st Squadron ATC Civilian Committee in Orton Peterborough. Keith has been a Magistrate since 1999 and was appointed Deputy Lieutenant for the County of Cambridgeshire in 2011.

In 2011 Keith published his first novel, Children In Her Shadow.

Ann James, Chief Executive, Plymouth Hospitals NHS Trust

Ann James commenced her role as Chief Executive with Plymouth Hospitals NHS Trust in September 2012. Prior to this, she held a number of lead roles in the NHS in the south west, driving significant service improvement and transformation across the region.

Ann has been Chief Executive of Plymouth Teaching PCT, Cornwall and Isles of Scilly PCT, Devon PCT, Cluster of Devon Plymouth and Torbay. As cluster Chief Executive of NHS Devon, Plymouth and Torbay, her commitment to real clinical engagement supported the successful development of two clinical commissioning groups, recognised at the time as best practice for their collaborative approach. Prior to joining the NHS as a National Management trainee in 1989, Ann worked as a Marketing Manager.

As Plymouth Hospitals NHS Trust’s Chief Executive, Ann enjoys her role as Health and Medical champion for the Plymouth Chamber of Commerce and sits as part of the Plymouth Area Business Council, a member of the Plymouth Growth Board. In her Chief Executive role Ann is a Director of the South West Peninsula Academic Health Science Network, a member of One Plymouth, Board member of Health Education South West Leadership Academy and committed to leadership development. Ann also speaks at conferences on leadership. In 2014 Ann was awarded an Honorary Doctorate of Health by Plymouth University.


Suzanne Wixey, Deputy Director of Operations, Livewell Southwest

Suzanne Wixey, Deputy Director for Operations, Livewell Southwest, has specialised in leading transformational programmes including integrated care, personalisation, Adult Social Care, Commissioning and provision, business development, service redesign and efficiency programmes.

She has worked in the private, public and voluntary sectors, working in the Health and Social Care sector for over 20 years. Suzanne has significant experience and knowledge of working across organisational boundaries and embedding new models of care.

Suzanne qualified at Plymouth University undertaking a BSc (Hons) in Social Policy and Social Work and has continued with her own professional development undertaking MBA studies. Suzanne is committed to improving outcomes for local people and communities and working with organisations to achieve this.

Sara Mitchell, Deputy Director of Operations, Livewell Southwest

Sara’s role is as Deputy Director of Operations at Livewell Southwest, whereby she manages a wide range of services. Her career started working as an RGN for 8 years, before moving into Psychiatric Nursing. Following a number of junior manager posts, Sara took a position at the Maudsley Hospital, the UK’s largest mental health training institution where she worked for five years in a research role.

Next was a matrons position and lead nurse for mental health before moving to the South West to be Deputy Director of Nursing and then Director of Nursing. Following this Sara became the Deputy of Mental Health Services at the Plymouth Community Healthcare before the organisation restructured. Sara held a Locality Manager position for three years across Plymouth and has been in her current post for a year and half. Sara’s strengths lie in her vast experience of development of services, changes in process and working with teams of people. Across her career Sara has excelled most in forming and maintaining successful teams.

Craig McArdle, Assistant Director for Strategic Cooperative Commissioning, Plymouth City Council

Craig is presently Assistant Director for Strategic Cooperative Commissioning at Plymouth City Council, responsible for the commissioning and contracting of all “People” services, covering Adult Social Care, Children’s, Housing Related Support and Community Safety. Craig started his Public Sector career working in Housing Management in the 1990s before moving to Plymouth in 2003 as a member of Plymouth City Council’s Supporting Team.

In 2006, as Supporting People Lead Officer he led the team through the Audit Commission Inspection achieving the judgement of “Good with excellent prospects for improvement”. In the same year he also led Plymouth’s Value Improvement Project, which was a Communities and Local Government initiative looking to improve value for money within the programme. As part of this he was a member of the team who published “A guide to procuring care and support services”.

More recently he has focused on building the commissioning capacity within the Local Authority, establishing the Cooperative Commissioning Team and developing and implementing a Cooperative
Commissioning framework across the Council. He also took a lead role in the Plymouth Integrated Health and Wellbeing programme, which established an Integrated Commissioning Fund of £460 million, developed four integrated system wide commissioning strategies and created integrated commissioning governance arrangements across Plymouth City Council and NEW Devon Clinical Commissioning Group. In 2014, Craig gained a MSc in Public Sector Commissioning from Birmingham University.

**Councillor Ian Tuffin, Plymouth City Council**

Councillor Tuffin was born in Plymouth, married with two grown-up children, and worked for Blue Circle Cement for thirty-one years. After retiring he worked in adult social care for companies including Havencare, Mencap, and Plymouth City Council. He was a Trade Union Shop Steward for many years, and continues to be a member of GMB.

Since 1991 he has been a Ward Councillor for St Peter and the Waterfront, serving on various committees including Chair of Contract Services, and a member of the Caring Plymouth Panel. In 2014 he was selected as Cabinet Member for Health and Adult Social Care.

**Dr Steve Harris GP, Vice Chair Western Locality**

Steve is a partner at Beacon Medical Group. He trained in London and qualified from The London Hospital Medical College in 1995.

Steve is interested in engaging the GP membership in the locality to help commission high-quality healthcare for patients. He also aspires to increase the dialogue between clinicians in primary and secondary care and by doing so influence how care is provided sustainably in the future.

**Hilary Neve, Director of Small Group Learning & Professionalism, Peninsula College of Medicine and Dentistry & Plymouth University Peninsula Schools of Medicine and Dentistry**

Hilary is Associate Professor at Plymouth Medical School and Director of the problem based learning, professionalism and social engagement elements of the undergraduate medical programme.

She is also a General Practitioner at St Levan Surgery, Plymouth. In her previous roles as Plymouth GP Tutor, clinical governance trainer and GP Appraisal Lead, Hilary developed a strong interest in health care improvement and new models of care.

In 2012, her practice won the Health Service Journal innovation award for its telephone access system offering all patients same day contact with a doctor.
Tracy Roose, Director of Transformation and Partnerships, NHS Kerow

Tracey is the Director of Transformation and Partnerships at NHS Kernow; the Clinical Commissioning Group for Cornwall and the Isles of Scilly. Her role is to help create a sustainable environment for transformation not just for the NHS but for people in Cornwall and the Isles of Scilly.

Working with providers, partners and community, the Starting Well, Living Well programme is stretching across all elements of our population focussing on what people can do, what practitioners need to work better together and how this impacts on the way we deliver, commission and fund.

Tracey was the Chief Executive of Age UK Cornwall and the Isles of Scilly, working with over 600 volunteers and paid teams to support over 40,000 people in Cornwall to live their lives to the best of their ability. Tracey was previously part of the Change Team and Health and Social Care Unit at the Department of Health and the Director of the HOPE Network; focussing on the rights of older people in Europe.

Liz Davenport Chief Operating Officer, Torbay and South Devon NHS Foundation Trust

I started my career in the NHS in 1986 as an Occupational Therapist and worked in mental health and learning disability services for 15 years in a variety of clinical settings around the country.

I have always had an interest in service transformation and change and was given the opportunity to lead a number of change programmes as part of the hospital closure programme in the 1980’s and 90’s.

In 2001, I was appointed to my first Director post in Devon Partnership Trust a newly formed Specialist Mental Health Trust. I was responsible for delivering a programme of service change and improvement working with staff from across a range of organisations. It is during this time that I became interested in organisational development and the importance of cultural change in delivery of service improvement and transformation programmes.

I took up a position of Director of Workforce and Organisational Development in 2005 and developed my approach to workforce redesign and workforce planning both central to delivering the service transformation.

I then moved into the role of Director of Operations in 2010 leading on the delivery of health and social care services across Devon. I have held the position of Deputy Chief Executive and have had a 6 month period as Interim Chief Executive.

I made the decision to get experience in the Acute Sector and was appointed to the position of Chief Operating Officer in South Devon in 2014 initially on an interim basis.

The Trust became an Integrated Care Organisation at the beginning October becoming responsible for integrated health and social care services in Torbay and South Devon.
Claire Oatway, Chief Operating Officer Beacon Medical Group
Claire Oatway FRSA is Chief Operating Officer of Beacon Medical Group. Claire has a background in strategy and partnership working and was instrumental in bringing systems leadership to the South West. Claire is an active connector and developer and focuses on harnessing energy within people and communities.

In the last 12 months, Claire has developed self-sustaining networks of patients and of med-tech innovators and is focussed on nurturing the rich assets we have around us.

Dr Jonathan Cope, Managing Partner, Beacon Medical Group
Dr Jonathan Cope is the managing partner of Beacon Medical Group. We are a GP merger supporting 33,000 patients. Jonathan has been a GP in various parts of Devon over the past 20 years. Jonathan has also worked in different models overseas.

He is currently a GP trainer and committed to developing the role of GP's professionally and as key players in a broader health and care system. He has held roles within the LMC - the local GP professional body and the Royal College of General Practitioners (RCGP).

Ed Whitelaw, Head of Enterprise and Regeneration, Real Ideas Organisation
With a background education, community development and frontline service provision, Ed Whitelaw is currently the Head of Enterprise and Regeneration at the south west rooted social enterprise group RIO— the Real Ideas Organisation.

RIO, in addition to operating a range of public facing businesses brings creative social enterprise thinking to a range of sectors, from culture to construction and from education to healthcare. Based out of Plymouth, much of his work has been based around the regeneration of the city’s ex-dock, Devonport area, using social enterprise approaches to reimagine a number of leading heritage and cultural building and spearheading Plymouth’s wider social enterprise movement. He is also Company Secretary for the Plymouth Social Enterprise Network and Chair of the South West RSA.

Kate Smith, RGN Director, Memory Matters South West CIC
Kate has been a Registered General Nurse for 25 years and in that time has worked in a variety of fields both within the NHS and externally for charities and in the private sector.

Kate has extensive knowledge of how dementia can affect both the individual and their carers and families, from initial diagnosis to long-term care. She is passionate about providing a cost effective and ethical and sustainable service to assist the community, to gain a deeper understanding and a better quality of life for those living with Dementia.
Kate and her business partner Laura Walker started Memory Matters South West CIC in 2010. They provide a variety of innovative, research based services for those living with dementia in the communities of Cornwall and Plymouth. Memory Matters serve over one hundred people a week and provide over 800hrs of support a week to enable those with dementia to live at home for longer with tailored, consistent support.

Memory Matters have gained a wealth of investment recently for new projects – to name a couple - a research project to ascertain the outcomes for a therapy based day service in Cornwall and a Dementia Information and Support Centre and café in Plymouth City Centre.

Memory Matters SW CIC work with those living with dementia to build services that they need, to provide a personal, social and financial return on investment to ensure its sustainability.

Kate aims to ensure that Memory Matters SW grows as a Community Interest Company to serve those that need it, when they need it.

**Liz Brimacombe, Managing Partner, Adelaide & St Levan Surgery**

Liz is the managing partner at Adelaide & St Levan Surgery, Keyham and is a founder member of the Sentinel board. She is the current chair and has responsibility for human resources & governance.

On the board of Trustees for Family Matters a family therapy service in Plymouth she brings over 20 years of management in a variety of healthcare settings.

**Roland Gude, Strategic Director, Sentinel Healthcare SouthWest**

Roland has been in the NHS for the previous eight years starting in practice management before moving to Sentinel. During this time he has also worked as Assistant Director for QIPP for the Western Locality and with helped the South West Academic Health Science Network set up.

Prior to the NHS he commenced his career in Civil Engineering & Project Management before moving to KPMG and Grant Thornton and has worked on numerous capital projects including the London Olympics and with some of the biggest companies in the World. He is also a Director of Tavistock Enterprise Hub (an incubator for new businesses) and sits on the rural dementia committee at Parliament.