

# Redditch and Bromsgrove (R&B), South Worcestershire (SW) and Wyre Forest (WF) Clinical Commissioning Groups Public Governing Body Meetings in Common

9.30am Wednesday 29<sup>th</sup> January 2020

Council Chamber, Wyre Forest District Council, Wyre Forest House, Finepoint Way, Kidderminster, DY11 7WF

## Agenda item 6.1: Accountable Officer's Report

<b>Report author</b>	Simon Trickett, Accountable Officer
<b>Presented by</b>	Simon Trickett, Accountable Officer
<b>Target CCG</b>	RBCCG <input type="checkbox"/> SWCCG <input type="checkbox"/> WFCCG <input type="checkbox"/> All CCGs <input checked="" type="checkbox"/>
<b>Recommendation</b>	The Governing Bodies are recommended to note the contents of this report.
<b>Purpose</b>	Assurance <input checked="" type="checkbox"/> Decision <input type="checkbox"/> Approval <input type="checkbox"/> Discussion <input type="checkbox"/> Information/noting <input checked="" type="checkbox"/>
<p><b>Proposed CCG merger</b> Subject to the finalisation of the remaining elements of the NHS England approval process the newly merged NHS Herefordshire and Worcestershire CCG will be created on 1<sup>st</sup> April 2020.</p> <p>Work is now underway to fill the roles on the Governing Body of the new organisations. Dr Ian Tait has been appointed as the Chair Designate for the new CCG and Dr Martin Lee as the Secondary Care Doctor. Dr Ian Roper, Dr George Henry, Dr Richard Davies and Dr Louise Bramble have been elected as Clinical Leads representing the four previous CCG areas. Lay Member posts, including one of the Lay Member posts who will act as the Vice Chair, are currently being advertised and interviews will take place in February.</p>	
<p><b>Executive and management team restructures</b> The Executive structure has also been finalised and fully implemented, with the consultation with the remaining members of staff in relation to the proposed management structure finishing on 10<sup>th</sup> January. At the time of writing this report the responses to the consultation are being reviewed and a final structure is planned to be published in February, when formal confirmation of appointments to the new roles will also take place.</p> <p>Consultation is now starting with all staff regarding the technicality of the TUPE transfer of their employment status from each of the four existing CCGs to the new CCG on 1<sup>st</sup> April.</p>	

### On behalf of:

NHS Redditch and Bromsgrove CCG, NHS South Worcestershire CCG and NHS Wyre Forest CCG

## **Mental Health Transformation Funding**

During 2019/20 the H&W STP has successfully bid for and received £3.272m to support the service developments of the Mental Health Five Year Forward View and Long Term Plan service. The funding received is outlined below and will support both counties. This funding is non recurrent and effectively pump primes service development. The H&W CCG financial strategy plans to continue funding these developments through the Mental Health Investment Standard financial allocation requirements in future years.

*See appendix 1*

## **Dr Jonathan Leach OBE**

NHS Redditch and Bromsgrove CCG Governing Body member Dr Jonathan Leach was awarded an OBE in the New Year's Honours list for his services to General Practice.

Dr Leach, who has been a CCG Governing Body member since 2015 and previously served in the armed forces for 25 years, has worked in Herefordshire and Worcestershire for several years and has held managerial roles with NHS England and with the former Primary Care Trusts in Herefordshire and Worcestershire. Jonathan works as a GP at Davenhal House Surgery in Bromsgrove and is also an NHS England national clinical lead for military and veteran's health as well as being Joint Honorary Secretary of the Royal College of General Practitioners.

## **Primary Care Networks Directed Enhanced Service**

The draft service specifications for the next phase of the Directed Enhanced Service for Primary Care Networks (PCNs) were released just before Christmas for consultation. These form part of the system requirements for PCNs and currently include delivery of five additional services from April 2020, Structured Medication Reviews, Enhanced Care in Care Homes, Anticipatory Care, Early Cancer Diagnosis and Personalised Care.

These service specifications have already been the subject of much debate nationally, particularly around the resourcing and funding elements of the proposals. Locally it is anticipated that the new local primary care contract will be developed to complement the national Directed Enhanced Service and will also operate at PCN level rather than individual level from 2020/21. This will replace the current promoting Clinical Excellence and Herefordshire Outcomes Framework contracts and will be a consistent offer for Practices across both counties. This will be finalised once the national details are confirmed.

## **System Improvement Board**

Worcestershire Acute Hospitals NHS Trust received an improved rating from the Care Quality Commission in October and moved from being rated as 'Inadequate' to 'Requires Improvement'. The Trust remain in 'Quality Special Measures' though and the national NHS England/NHS Improvement Provider Oversight Committee are reviewing this on a regular basis. One of the considerations is the level of system ownership of the issues, and for plans and structures to be in place that ensure joint input and endeavour towards addressing the issues that have been identified.

In response to this a System Improvement Board has been established, with a remit and aim of overseeing the improvement work. The System Improvement Board is going to work to the Integrated Care Executive as part of the Integrated Care System Operating Model which is now well embedded. The first task for the System Improvement Board has been to create a single plan, bringing together the existing organisational improvement plans. Efforts are then focused on clear 30, 60 and 90 day plans to deliver improvements in three key priority areas:

1. SAFER Red to Green discharge planning;
2. Front door streaming and Same Day Emergency Care;
3. Managing frailty and avoiding Hospital Acquired Functional Decline.

Nationally NHS England and NHS Improvement have agreed to fund a temporary post of System

Improvement Director who can work with partners in Worcestershire to co-ordinate delivery of the System Improvement Plan.

A 'Board to System' meeting took place on 16<sup>th</sup> January, where members of the national Provider Oversight Committee visited Worcestershire for a joint conversation with system leaders regarding the improvement process and journey.

### **Digital Developments**

At the beginning of December 2019 the CCGs were invited to submit a proposal to become a Digital First Primary Care Accelerator is STP. NHS Midlands were looking for three STPs in the region to be identified as Accelerator sites. Herefordshire and Worcestershire were one of 4 STPs invited to present to the regional panel and were confirmed as one of the Accelerator STPs in December.

This is facilitating initial access to funding of £800k which will support:

- the development of a Health and Social Care App library;
- improved collaboration across Primary Care Networks, as well as access to timely advice and guidance for multi-disciplinary teams;
- trialling video consultations in several Primary Care Networks.

Additionally, work is now underway to engage hard to reach groups on how they use health apps, including the NHS app, and how the uptake of digital tools to support self-management and support people to live healthier lives can be improved. The programme leads will be attending a national workshop on the 29<sup>th</sup> January. This is an exciting opportunity for the STP and will support the development of our PCNs and wider out of hospital care plans over the next 6 months.

The last few months has also seen further roll-out and implementation of EMIS Community across Community and palliative care settings in Herefordshire. With the enablement of new data sharing arrangements primary and community care records can now be viewed by health and care professionals to support direct care across acute, community, primary and palliative in the county. This work has been very much a healthcare system wide programme being supported and resourced by both commissioners and providers. The learning from the data sharing arrangements will now be applied more widely across the STP footprint and work is progressing over the next 12 months with both main Worcestershire Trusts to build the required interfaces to enable increased information sharing across care settings.

Work is also ongoing in Worcestershire to assess and identify the future IT support arrangements for Acute, Community and Primary Care services in the county. The current arrangements with Computacenter will be ending later in 2020. The three main purchasing organisations for this service (WHCT, WHAT and the CCG) are evaluating options which is largely focused on establishing a shared service that will support Worcestershire health bodies. Recommendations on the planned transition to a new service will be made to the Joint Commissioning Committee in March.

### **Plastics Pledge**

The Joint Commissioning Committee of the four CCGs in Herefordshire and Worcestershire agreed to commit all four organisations to a new 'Plastics Pledge' that agrees to reduce plastic waste within the NHS. Through the scheme signatories agree by April 2020 to:

- No longer purchase single-use plastic stirrers and straws, except where a person has a specific need, in line with the government consultation;
- No longer purchase single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics;
- Go beyond these commitments in reducing single-use plastic food containers and other plastic cups for beverages – including covers and lids.

Hana Taylor has been designated as the organisational executive lead for this work and will oversee the development of an action plan.

### **Primary Care GP premises schemes**

The Primary Care Commissioning Committee have recently approved the final business cases for new GP

premises developments in Stourport and in Broadway and construction is due to start imminently at both sites. This is in addition to the scheme in Hereford City Centre, for which construction has been underway for several months.

All three of these developments have been funded by a combination of capital funding from the national Estates, Technology and Transformation Fund, and then some additional annual revenue support for rent costs from NHS England and from the four Herefordshire and Worcestershire CCGs.

The primary care team have undertaken an audit of GP Premises condition and capacity and mapped this against projected housing and population growth numbers in local areas. Other potential premises developments being discussed include Redditch town centre, Leominster, Ledbury, Tenbury, Great Whitley, Stanmore House in Kidderminster, Barnt Green and Thornloe Lodge in Worcester.

### **Primary Care Network development programme**

During December 2019, Primary Care Networks across the two counties participated in Primary Care Network Set Up days. The sessions were facilitated by NHS England's Sustainable Improvement Team as part of the Time for Care Programme. The sessions supported networks with developing their shared purpose in Worcestershire and Ageing Well including collaboration with Stakeholders in Herefordshire. Both sessions have received encouraging, positive feedback.

The focus of the remaining sessions will be on Service Improvement. Clinical Directors are also continuing to meet as part of their Community of Practice and a joint Herefordshire and Worcestershire meeting was held on 15<sup>th</sup> January 2020 with Sir David Nicholson in attendance.

### **Mid-career co-design event**

On the evening of 4<sup>th</sup> December the CCGs hosted an inaugural event for mid-career GPs. The event focused on engaging with GPs on current workforce plans including the development of a support network. Attendees had the opportunity to discuss their goals and ambitions and provide feedback on how more GPs can be retained locally. Speakers included Trish Haines, Chair of the Primary Care Commissioning Committee, Dr Meeraj Shah, Primary Care Workforce Clinical Lead, and Dr Amanda Webb, Founder of the Phoenix GP programme. Professor Tamar Thompson OBE also attended the session.

The evening was well attended and excellent feedback received. The CCGs are working in partnership with Phoenix to develop a cohort of the programme in Herefordshire and Worcestershire.

### **General Practice Nurse engagement event**

On the evening of the 3<sup>rd</sup> December, the CCGs also hosted an inaugural event for general practice nurses. The event focused on engaging with General Practice Nurses (GPN) on the GPN strategy, GPN 10 point plan, Training Hub offer and how nurses can be supported locally.

Speakers included Trish Haines, GPN Leads Nina Lealan and Cate Lamport, Training Hub and GPN Mentors. Colleagues from the University of Worcester also attended. The GPN leads and Workforce Implementation Group will now formulate plans based on engagement to date.

### **Next Generation GP Programme success**

The first cohort of 28 First 5 GPs completed the Next Generation GP programme on 16<sup>th</sup> January 2020. The national GP leadership programme is highly regarded across the country and a number of high profile national and local leaders joined the programme to share their leadership journeys over the past six months.

A huge thank you to all involved over the past six months to make this programme such a success. The CCGs will work with the national team to explore the option of a second cohort in 2020.

### **Group Consultations Pioneer success**

The STP was successful in a bid to Health Education England, West Midlands to participate in a pioneer programme to implement Group Consultations. The STP have 5 teams of practices/primary care networks

who will be participating in a practice development day in January 2020 and further learning exchange workshops in March 2020. The teams will be delivering their first group consultation as part of the pioneer during February and March 2020. The pioneer model focused on group consultations that support the urgent and emergency care agenda. The multi-disciplinary teams involve a range of clinical and non-clinical support aimed at improving outcomes for patients and reducing urgent and emergency care use.

### **STP Nurse Fellowships pioneer success**

The STP was successful in further bid to Health Education England, West Midlands to participate in a pioneer programme to deliver General Practice Nurse Fellowships. The opportunity builds on the success of the GPN fundamentals programme in the East Midlands. HEE were looking for two STPs in the West Midlands to participate, and Herefordshire and Worcestershire were successful. The CCGs and Primary Care Training Hub developed a proposal that focused on implementing a new education programme for General Practice Nursing, mirroring the proof of concept model currently running in the East Midlands. It provides training for 10 nurses (newly qualified or new to General Practice) utilising the GPN Fundamental training programme, provided by the University of Birmingham. The overall aim is for these nurses to be employed to GPN vacancies within the STP.

### **EU Exit Preparations**

Following the General Election on December 12<sup>th</sup> 2019 where a majority Conservative government was elected, it became clear very quickly that the preparations in place and waiting to be instigated by the NHS nationally and locally to mitigate the risks of an “EU Exit No Deal” position would not be required. Therefore the planning and execution of No Deal EU Exit modes of operating (Testing, Making Ready and Assuring) have been stood down. This was confirmed by the national team on January 9<sup>th</sup> 2020.

The NHS, nationally and locally, have gained valuable lessons in relation to understanding the resilience we have to managing any uncertainty that the exit may have caused, such as health and social care business continuity, and a full and comprehensive understanding of the NHS supply chain. It is imperative that our organisational memory in relation to this is maintained.

In the expected event of an EU Exit on January 31<sup>st</sup> 2020, we will be operating as normal up until December 31<sup>st</sup> 2020. This will be considered the transition period during which we will fully prepare for the full EU Exit from January 1<sup>st</sup> 2021.

### **Appendices:**

Appendix 1 – Mental Health Transformation Funding.

**Simon Trickett**  
**Accountable Officer**