



integrated working

**Minutes of a meeting of the West Suffolk CCG Governing Body held in public on
Wednesday 25 September 2019 in the
Conference Room, West Suffolk House, Western Way, Bury St Edmunds, Suffolk**

PRESENT:

Dr Christopher Browning	CCG Chair
Dr Zohra Armitage	GP Member
Steve Chicken	Lay Member
Nichole Day	Deputy Chief Nursing Officer
Geoff Dobson	Lay Member for Governance
Ed Garratt	Chief Executive
Amanda Lyes	Director of Corporate Services and System Infrastructure
Jane Payling	Director of Finance
Dr Godfrey Reynolds	GP Member
Dr Jep Ronoh	Consultant in Public Health Medicine
Dr Bahram Talebpour	GP Member
David Taylor	Chair of Community Engagement Group
Lynda Tuck	Lay Member: Patient and Public Involvement
Kate Vaughton	Chief Operating Officer
Dr Firas Watfeh	GP Member
Richard Watson	Director of Strategy and Transformation

IN ATTENDANCE

Jo Mael	Corporate and Governance Officer
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19/085 WELCOME AND APOLOGIES FOR ABSENCE

Apologies for absence were noted from:

Dr Andrew Hassan	Enhanced Associate GP
Lisa Nobes	Director of Nursing
Andrew Yager	GP Member

19/086 DECLARATIONS OF INTEREST

Kate Vaughton declared an interest in the agenda insofar as it related to West Suffolk NHS Foundation Trust, as a non-voting Board member of the Trust.

Steve Chicken declared an interest in agenda item 8 (East and West Suffolk Mental Health Update) insofar as it related to the Citizens Advice Bureau as his daughter was an employee.

Dr Christopher Browning declared an interest in agenda item 10 (Integrated Performance Report) insofar as it related to discharge summaries at West Suffolk NHS Foundation Trust being a reviewer of such performance.

19/087 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 24 July 2019 were **approved** as a correct record.

19/088 MATTERS ARISING AND ACTION LOG

There were no matters arising and the action log was reviewed and updated with comment as follows;

19/077 – Integrated Performance Report – demand/capacity within primary care – the Director of Integration reported that information reported back to the integrated care network board indicated a comparable increase in demand between primary and secondary care. **It was agreed** that a further report be presented to the Governing Body early in 2020.

19/089 GENERAL UPDATE

The Chief Executive reported;

- Lisa Nobes, Director of Nursing was absent today due to her being shortlisted for Nurse of the Year.
- National meetings were being held in respect of Brexit.
- Having established a joint management team across Ipswich and East Suffolk, North East Essex and West Suffolk CCGs, a staff consultation was due to be launched on Monday, 30 September 2019 in respect of the next phase.
- Work continued on development of an Integrated Care System five year plan and stakeholder events had been planned with a full report expected to be presented to the next Governing Body meeting.
- Progress in respect of the Special Educational Needs and Disability (SEND) action plan continued and was encouraging.
- The Care Quality Commission was expected to carry out an unannounced visit to Norfolk and Suffolk NHS Foundation Trust in the near future.

The Governing Body noted the update.

19/090 PATIENT STORY

Tom Brown, Chief Executive of the Green Light Trust was welcomed to the meeting.

The Green Light Trust was an environmental and educational charity based in Lawshall that used nature to engage marginalised and disadvantaged individuals.

The charity predominantly operated across the Suffolk area over four sites that included a head office, two woodland sites and a further site at Minsmere. The charity had been operational for 30 years and obtained funding from various funding streams, grants and direct commissioning from the County Council in relation to specific individuals. To date, the Green Light Trust had supported in excess of 700 adults and 850 young people. Access to the service could be from self-referral or via other organisations with those accessing the service initially being offered a 12 week, one day a week course. Activities included education in respect of nature, together with cooking and nutritional advice.

Comments included;

- Having queried access to the project by children, it was explained that the Trust carried out training for primary school teachers in order to reach children.
- Most people referred to the service were accepted with exceptions being those with safeguarding concerns.
- It was suggested that there might be benefit from linkage with similar community and voluntary sector services.
- The main limitation to expansion of the service was the identification of suitable sites in other areas, although some work had been carried out in GP surgery grounds in the Gt Yarmouth area.
- A care coordinator linked with those utilising the service to assist with identifying travel arrangements to the project and also to discuss and explore options at the end of the 12 week course.

The Governing Body thanked Tom for his informative and interesting presentation.

19/091 WEST ALLIANCE UPDATE

The Governing Body was in receipt of a report which provided an update on the progress and development of the West Suffolk Alliance and partnership working in our system.

The report informed on a review of governance; provided an update on locality development and primary care network development; detailed examples of partnership working; and advised on development of the long term plan.

Points highlighted included;

- A practice nurse at Angel Hill GP Practice had developed a holistic wound care clinic with the aim of having “all patients with below-the-knee wounds healed within 12 weeks”. The success of the clinic was of interest to other local GP practices and the West Suffolk Alliance was supporting wider roll out of the model. The general development of primary care nurses was also a key focus.
- NICE guidelines across adult social care and children and young people were highlighted and the intention to ensure linkage with Public Health going forward, noted.
- In response to questioning with regard to families involvement in the production of communications, it was explained that there had been liaison with the Suffolk Parent Carers Group.

The Governing Body noted the content of the report.

19/092 EAST AND WEST SUFFOLK MENTAL HEALTH UPDATE

The Director of Strategy and Transformation introduced a report which provided an update on progress of the future mental health transformation model and associated timescales.

Key points highlighted included;

- NHS England had awarded funding to East and West Suffolk in July 2019 to move to 24 hour psychiatric liaison service delivery at East Suffolk and North East Essex Foundation Trust (ESNEFT) and West Suffolk Hospital Foundation Trust (WSFT). The CCG had received Ipswich Hospital funding in July 2019 of (£397K FYE).
- The NHS England Five Year Forward View required that at least 34% of children and young people received treatment from NHS-commissioned services (as recorded via the NHS Mental Health Services Data Set - MHSDS). Work was

underway with providers to ensure all activity was being accurately captured and flowed through the MHSDS.

- NHS England Integrated Care System funding of £700k was agreed in June 2019 to support two Mental Health School Support Teams.
- A high level neuro-developmental pathway had been produced and agreed and the detailed development of the pathway was commencing in September 2019 which would see a fundamental shift in the way children, young people and their families were supported, effectively making support services available without the need for a diagnosis.
- Work associated to the four priority groups as detailed in paragraph 3.1 of the report was on track and outline models were due to be presented to the CCG's Executive prior to presentation of the strategy and emerging model to the East of England Clinical Senate in December 2019.

In response to questioning as to how support provided by the Citizens Advice Bureau (CAB) might be evidenced it was explained that, the work of the CAB was wider than just mental health and therefore a separate piece of work might be required. The importance of the support provided to individuals by the CAB was recognised.

It was anticipated that the new Director of Contracts and Performance, when appointed, would lead due diligence work and identify at what point gateway reviews would take place.

The business case would continue to be updated with detail in respect of activity/capacity being added from January to April 2020. The exploration of national clinical leadership support was highlighted as a possible benefit.

The Governing Body noted;

- the progress update on NHS England mental health 'must do's.
- the progress update and associated timetable for the development of our East and West Suffolk future mental health and emotional wellbeing model.

19/093 PROCUREMENT UPDATE

The Director of Finance introduced a report which updated the Governing Body on procurements completed since the last procurement, together with those currently in progress and planned.

Key points highlighted included;

- **Home Care** - Suffolk County Council had opened the framework for another round of providers to tender for access to the Home Care Framework.
- **Stroke Early Supported Discharge** - during the clarification question period, clarification in respect of the budget was sought. Upon investigation it was noted that the prescribed staffing structures would mean the service could be unaffordable within the current budget. The tender was due to be re-released during September 2019 with a revised budget, and indication of the future service requirements.
- **Pathology Services** - the CCG currently commissioned Pathology Services with NHS West Suffolk CCG and NHS North East Essex CCG. After abandoning the direct award of the contract to North Essex & East Suffolk Pathology Services (NEEPS) the CCG was currently reviewing the specification and had undertaken market engagement with providers that had

expressed an interest to review and further develop the specification. Once the specification had been completed a review would be undertaken of the procurement options open to the CCGs, and a decision paper presented to clinical executives and governing bodies, to agree a way forward for pathology services across the STP. To cover that period a contract had been secured with NEESPS.

- **Mental Health** - transformation work was ongoing between alliance partners in the East and West localities to establish an operational way forward for the services.
- **IVF Services** - IVF services were currently subject to a framework administered by another CCG which was ending in November 2019. It had been agreed (subject to ratification) that the procurement would establish an Any Qualified Provider arrangement.

Due to the recent abandonment of two procurements a lessons learnt exercise was being undertaken to review current policies and protocols.

The Governing Body noted the content of the report.

19/094 INTEGRATED PERFORMANCE REPORT

The Governing Body was in receipt of the Integrated Performance Report, which provided members with a summary of performance against national targets, contractual targets, clinical quality and patient safety issues, financial performance and acute activity, together with detailing work being carried out by the transformation, and primary care teams.

Clinical Quality and Patient Safety

Key points highlighted included;

- **West Suffolk NHS Foundation Trust** – the Care Quality Commission was currently carrying out an inspection at the Trust and the outcome would be known in due course.
- **East of England Ambulance Service NHS Trust** – a new interim Director of Workforce was in post and workforce remained the key challenge going forward.
- **Norfolk and Suffolk NHS Foundation Trust (NSFT)** – lead nurses had been appointed for East and West Suffolk and monthly meetings had been established with clinical staff in order to gain assurance on quality. There was improved ADHD access to services. A thematic review of serious incidents was to be carried out.
- **EZec** – whilst there was improved performance, concerns in relation to the recruitment and retention of staff and timeliness of the service remained.

Having queried whether more information in respect of the progress of West Suffolk NHS Foundation Trust might be provided within the report, to include more up to date maternity information and progress in respect of improvement to discharge summaries, the **Deputy Chief Nursing Officer agreed** to incorporate more information in the next report.

Finance

- At month five the CCG was on track to achieve its planned £1.2m surplus at year-end.
- The CCG had reported a balanced position to NHS England. Identified risks were additional contract risks, overspend on GP Delegated budgets and anticipated cost pressures on prescribing and continuing healthcare. Those were mitigated by the use of contingency and reserves.
- There was an underlying surplus of just in excess of £3m
- QIPP delivery was below target.
- The CCG's Financial Performance Committee had carried out a 'deep dive' into prescribing and continuing healthcare costs and it was noted that the effect of the Category M cost pressure would not be realised until next month. Category M was a national issue and an action plan had been developed.
- System finances were challenging and work was being carried out with acute Trusts and the Regulators to better understand the situation.

Transformation

Integrated Care – work was being carried out with the Suffolk GP Federation and West Suffolk NHS Foundation Trust in relation to the front door A&E model and a final proposal was expected to be presented to the Integrated Care Network Programme Board in October 2019 for a more integrated model. Admissions and A&E attendances were above trajectory.

Elective Care - stroke and early supported discharge were being moved into an integrated service. The outcome of Local Priority Procedure work was due to be presented to a forthcoming Executive. Activity was current on track against plan. Additional funding had been identified to address referral to treatment performance although funding would only be passed to the hospital at the point of spend.

Cancer – a bid had been submitted to the Cancer Alliance for £1m of non-recurrent funding in order to develop a rapid diagnostic centre. £1.5m had been received from Macmillan across the integrated care system to facilitate Community Navigators to support newly diagnosed patients through their care. 62 day wait performance continued to be a concern and a meeting with key stakeholders had been scheduled to take place on 4 November 2019 to seek to address those concerns. It was suggested that the input of patient representatives might be beneficial, and the provision of a patient story could prove valuable to discussions.

Having queried whether referral to treatment time delays might be having an effect on A&E attendances it was reported that, whilst that might be true, it remained difficult to evidence.

The need to gain clinical review of outpatient follow-up performance and explore best practice, was highlighted

Contractual Performance

Key points highlighted included;

- **West Suffolk NHS Foundation Trust** – the Trust was currently trialling new A&E performance targets.
- **Ipswich Hospital** – A&E performance was at 85% compared to the national target of 95%. An improvement plan was in place.

- **Norfolk and Suffolk NHS Foundation Trust** – the Trust was not meeting its contractual requirements in relation to access to services and an action plan had been requested.
- **Care UK** – an improvement plan was in place in relation to the target of answering calls within 60 seconds.
- **Ezec** – a recovery plan was in place.

Primary Care

- A GP education and nurse forum had been held on 10 September 2019 and received good feedback.
- The One Clinical Community was due to start on 1st October 2019. All participants had been organised into locality groups, with representatives from West Suffolk Foundation Trust, Community Services, Social Care and the Clinical Directors from the Primary Care Networks.
- The Care Quality Commission was continuing with its telephone inspection programme of practices. The Governing Body was informed that one element of the telephone process was to identify the need for a site inspection at which a re-rating could be facilitated.
- Improved dementia diagnosis performance continued to be a priority for the CCG.

The Governing Body noted the content of the report

19/095 GOVERNING BODY ASSURANCE FRAMEWORK

The Director of Corporate Services and System Infrastructure presented the current version of the Governing Body Assurance Framework (GBAF) together with a summary of Chief Officer local risk registers.

Amendments and additions to the GBAF were detailed within Section 2 of the report, with key aspects of departmental risk registers being listed in Section 3.

Key points highlighted included;

- Two new risks in relation to demand management and the integrated urgent care service had been added.
- The MHRA risk had been downgraded to the nursing directorate risk register for ongoing monitoring.

In light of questioning of the downgrading of the integrated urgent care service and MHRA risks, together with the need to consider inclusion of a risk in respect of system finances, **the Joint Leadership Team agreed** to review the need for any revision the GBAF.

The Governing Body noted and approved the GBAF as presented.

19/096 FINANCIAL PERFORMANCE COMMITTEE ANNUAL REPORT

The Chair of the CCG's Financial Performance Committee presented the Committee's Annual Report for 2018/19.

The Governing Body noted the content of the report.

19/097 APPROVAL OF CONSTITUTION AMENDMENTS

The item was withdrawn from the agenda due to the requirement for further work to take place.

19/098 BREXIT UPDATE

The Governing Body was in receipt of a report which advised that the CCG's preparations for a no-deal Brexit had been restarted based on national guidance leading up to the European Union (EU) exit date (currently scheduled for the 31 October 2019).

The report was an overview of the CCG's preparations for a no-deal Brexit in line with guidance from the Department of Health and Social Care published on the 21 December 2018. National guidance had been to step back up preparations and continue resilience planning across systems, there was increased focus from NHS England on the preparations linked to social and nursing home care within systems.

As a commissioner through the Local Health Resilience Partnership (LHRP) the CCG was working with its providers to gain assurance of their preparations for exiting the EU. The CCG was a member of the Suffolk Local Authority EU Exit task group and fully engaged with the Suffolk Resilience Forum.

Having attended the EU Exit Workshop and exercise on the 16 September 2019 it would be arranging a joint meeting of its providers at Senior Responsible Officer level to discuss system preparations.

It was anticipated that daily reporting would commence from 21 October and continue for a number of months as the situation continued. A working group had been reformed and covered all aspects of the CCG functions.

The Governing Body noted the content of the report.

19/099 MINUTES OF MEETINGS

The Governing Body received the following minutes and decisions from meetings;

a) Clinical Scrutiny Committee

The unconfirmed minutes of a meeting held on 28 August 2019.

b) West Suffolk CCG Primary Care Commissioning Committee

The unconfirmed minutes of a meeting held on 24 July 2019

c) CCG Joint Collaborative Group

The unconfirmed minutes of a meeting held on 1 August 2019

d) Commissioning Governance Committee

Decision from a virtual meeting held on 10 July 2019

The Governing Body endorsed the minutes as presented.

19/100 DATE AND TIME OF FUTURE GOVERNING BODY MEETINGS

0915 - 1200 Wednesday 27 November 2019, Conference Room, West Suffolk House, Western Way, Bury St Edmunds, Suffolk

19/101 QUESTIONS FROM MEMBERS OF THE PUBLIC

- 1) Having asked whether the Ezec recovery plan might be shared for presentation to the Health Scrutiny Committee, the Director of Strategy and Transformation explained that permission from Ezec would need to be sought.
- 2) Often when hospitals or surgeries telephoned patients at home using withheld numbers, the calls did not go through as many people had blocked such calls from their telephones. It was highlighted that access numbers could be provided and utilised to get around the situation.

In response, it was explained that some GP practices already had the facility to temporarily unblock calls and others already used the access numbers mentioned. **The Director of Integration agreed** to highlight the issue within a forthcoming newsletter to practices.

- 3) The absence of microphones at today's meeting was queried and the **Director of Integration agreed** to discuss the issue outside of the meeting.
- 4) Staff at West Suffolk NHS Foundation Trust were thanked for their treatment of a member of the public's sister with cancer.

Chair (Dr Christopher Browning)

Date