

Chief Officer's Report

November and December 2017

Purpose

This paper provides a summary of the key areas of business led by the Chief Officer in the CWHHE CCG Collaborative. The CWHHE collaborative comprises of NHS Central London, NHS West London, NHS Hammersmith & Fulham, NHS Hounslow, and NHS Ealing CCGs. The report is a standard report across the five CCGs.

The report covers the following areas:

- Sustainability and Transformation Plan (STP - see also Appendix 1);
- Quality and Patient Safety;
- Delegated commissioning;
- General Data Protection Regulation (GDPR) update;
- NWL CCGs' BI Re-procurement and BI Interim Solution; and
- Appointments to NWL positions.

Sustainability and Transformation Plan

Since the last governing body, work continues to implement various models, pathways and initiatives to improve the quality of services and the care experienced by patients and their families across NW London.

A summary table accompanies this report (appendix 1) and a brief synopsis of the progress since the last Governing Body meeting is set out below.

Delivery Area 1 – Improving health and wellbeing

This area remains focused on supporting local people to live healthier lives, promoting mental wellbeing, giving children the best start and making every contact count (MECC).

- **Conduct disorder prevention**
Training for multidisciplinary teams in schools continues to be rolled out across the Borough of Ealing and the pilot project with the seven schools recruited into the 'Parenting Training' programme continues. Data collection is underway to enable the measurement of the impact that project is having on school and families to manage the behaviour of children.
- **Rollout of the national Making Every Contact Count programme (MECC)**
The roll out of the Making Every Contact Count programme across NW London continues. There has been particularly strong engagement across probation services, the voluntary sector and primary care. MECC training for NHS & Local Authority front-line staff has now been successfully implemented across six NWL CCGs – Central London, West London, H&F, Hounslow, Brent and Harrow. Additional training has been organised for January, February and March 2018.

Delivery Area 2 – Better care for people with long term conditions

- **Primary Care Access**
In addition to normal opening times, GPs and nurses across the inner CCGs are offering patients appointments in the evening, on weekends and bank holidays. Residents can book these additional appointments by calling their GP practice. Alternatively they can call NHS 111 when their own practice is closed. The work to enable this in the outer-CCG hubs is on-going with a more complicated IT process needed to get it up and running.

In addition, work is underway to provide access to weekend primary care appointments across NW London to Urgent Care Centres. This will enable patients to be directed to the most appropriate care setting, in turn reducing pressure on Urgent Care Centres throughout winter.

- **Online Consultation**

In November 2017, national guidance and funding for online consultations in primary care to increase digitisation of the NHS and improve efficiencies was released. NW London has submitted a plan to NHS England that outlines our “learn and adapt” approach to rolling out online consultations in primary care. Stakeholder engagement has begun and a procurement process will be developed, taking account of these views.

- **Provider Development**

A successful Provider Maturity Evaluation workshop was held with Ealing CCG and their GP Federation at the beginning of November. The session was critical for developing clear outcomes and the next steps required to achieve them. All CCGs are due to complete the process by the end of March 2018.

The Provider Development Delivery Group has continued to work towards agreeing a collaborative approach across the eight CCGs. Local services provided Brent CCG with additional capacity in the creation and engagement of a primary care strategy; work has now been completed, with the finished strategy being presented at the governing body early in 2018. The group has also been involved in the provider development business planning for 2018/19.

Work has begun around how we will measure the impact of £-per-head investment across the eight CCGs. This scheme ensures that GP practices are paid £-per-weighted population towards their provider development.

- **Primary Care Workforce Transformation**

A primary care workforce strategy has been drafted following work with the CCG Heads of Primary Care and workforce leads. The strategy reviews current challenges and the implications of strategic aims for primary care across NW London. It also develops key areas of focus to supplement the primary care workforce activity that is already underway across practices, federations, Partnership in Innovative Education (PIEs -previously Community Education Provider Networks (CEPNs)) and CCGs.

Medical Assistant training (Correspondence Management and Signposting) was delivered via eight local pilots to over 600 existing members of practice staff from 70 GP Practices that are participating in the pilot across NW London.

NW London currently has 13 PIE projects, to increase sustainability and address current issues in the workforce. PIEs bring together health & social care service providers, community groups and education providers to create innovative educational models to support local workforce transformation. The funding for seven of these has just been awarded through Health Education England North West London (HEENWL).

A joint workshop with Collaboration for Leadership in Applied Health Research and Care (CLAHRC) was also delivered in November to discuss challenges of Physician Assistants in primary care.

NW London submitted expressions of interest for 38 GPs in a combined London response to NHS England’s scheme for international GP recruitment. Feedback is expected mid-December following NHSE review, with a further application round which closes in January 2018.

- **Social Prescribing**

Hammersmith and Fulham and West London CCGs have been supported to develop their Department of Health bid for social prescribing funding. Social prescribing (sometimes referred to as community referral), is a means of enabling GPs, nurses and other primary care professionals to refer people to a range of local, non-clinical services. The scoping out process across NW London has been completed. A relationship with Greater London Authority has been established. This will ensure NW London has support with social prescribing in 2018/19.

Improving Care for People with Diabetes

So far, the NW London Diabetes Transformation Programme has delivered a range of initiatives within NW London. This work has been delivered with the NHSE funding received. Successes have included:

- **Structured Diabetes Education**

Tailored messaging is being developed to support behavior change at scale. This is being conducted through collaborative work with Uscreates, Self-Care Academic Research Unit (SCARU), Imperial Health Partners and Health Partners, NW London Mental Health amongst others.

- **Diabetes Integrated Care / Reducing variation in Three Treatment Targets - BP, Cholesterol and HbA1c / Workforce**

Professional Education implementation (prePITstop and PITstop, where PITstop is a national diabetes training programme for healthcare professionals) is underway with all CCGs fully engaged. CCGs are particularly focusing on the practices within their area that require the most capability building.

We are currently implementing the Type 1 commissioning pack across NW London.

Inpatient Care training is being rolled out across NW London for general staff in acute and mental health hospitals as well as care homes.

- **Multi-disciplinary Diabetes Foot Team**

In order to prevent amputation costs, six new specialist diabetes podiatrists have been appointed to support the diabetes consultants in their delivery of a multi-disciplinary-foot-treatment (MDFT) programme. This will be delivered, in conjunction with the vascular hubs, six days-a-week.

- **Diabetes Staffing**

Funding has been made available to each CCG to assist with establishing the wider diabetes workforce that will lead the transformation programme across NWL sector. This was completed in three phases:

1. recruit to the core programme team was completed in November;
2. the second phase has been undertaken at a local level across the eight CCGs. Each CCG has been funded for extended GP Clinical Lead time and administrator support to implement the NWL programme within their CCG; and
3. recruitment of peripatetic staff working at a local level is currently underway. Newly appointed Diabetes Nurse Consultants are engaging and working with GP practices. Their focus is on influencing referral practices, in advance of the launch of the Diabetes Information and Education Hub. Additionally, the roles of Diabetes Consultants and Consultant Psychiatrist will also be supporting the NWL programme across each CCG to improve treatment targets of those with diabetes and mental health, also ensuring they have access to appropriate structured education.

A network of GP Strategic and Clinical Leads has been established across NW London. Leadership development training is underway to support their work scaling up best practice (virtual clinics, development of standard clinical guidelines) and developing new ways of working within multidisciplinary teams.

- **Diabetes Apps project**

There are three apps to encourage self-care patients with diabetes, which have been rolled out across 16 GP practices in NW London. More than 350 patients are currently benefiting from the service. The Pilot is under evaluation, with plans to scale up as part of the Diabetes Transformation Programme.

- **MyCOPD online self-care platform**

NW London received approval to proceed with myCOPD digital project from the Programme

Board. MyCOPD is an online self-care platform for patients with COPD and is available for free for 20% of the COPD population via an NHS England Innovation in Technology Tariff. The aim is to have approximately 5,000 patients using myCOPD by the end of 2018/19.

- **Health Coaching**

To sustain the impact of the investment of training to 250+ health professionals who attended our NW London training, we continued with our embedding activities. This has included: webinars, reflection sessions, master classes and refresher sessions. The group reflection session was held in November and was attended by 10 health professionals. This was an opportunity for all to refresh the two day course contents and discuss challenging scenarios with colleagues.

Delivery Area 3 - Improving Care for Older People

The key principle for this delivery area is to improve older people's care and experiences across NW London. Our priorities are to support patients in a proactive and holistic way, ensure patient and carer involvement in service improvement, facilitate consistent evaluation across the sector, deliver early intervention and plan for crisis avoidance, and also to embed workforce development, education and training within our programme of work.

- **Response at time of crisis and Home First**

This project aims to set up front-door frailty multi-disciplinary teams in NW London A&Es to attend to older people promptly and support them more holistically. It also seeks to establish acute frailty standards across NW London, ensuring older people have equity of access and outcomes.

The CCG project teams for Response at Time Of Crisis and Home First teams have merged. This will allow hospital flow projects to be managed across sites, to ensure consistency across sites. The NW London geriatrician meeting was held in November and there was strong support for the older people's care transformation programme. Acute frailty standards, key performance indicators (KPI) and the current state map were signed off by the group.

At Northwick Park hospital, the soft launch of the project was followed by a roll out of the full service, now in full operation since 30 October. Operating hours continue with weekday times and over 100 patients were referred into the multidisciplinary team, with just over 10% being from other areas. A communications task and finish group for the Proof of Concept model continues to focus on embedding the multidisciplinary team model in A&E and short stay wards.

- **Intermediate Care and Rapid Response**

This project aims to develop intermediate care and rapid response services to provide equitable, safe and effective care closer to and in home settings.

Urgent and emergency care conditions data within the rapid response dashboard was refined to focus on the top referral reasons to rapid response services. The rapid response providers and commissioners decided to focus on falls and urinary tract infections. This provided an opportunity to reduce the 'less than two day' length of stay admissions for people aged 65 plus.

The London Ambulance Service (LAS) rapid response referral protocol communications strategy was developed to ensure wider engagement with LAS crews. Two LAS training sessions were delivered in November on appropriate care pathways. To promote and support the re-launch of the protocol, a poster, video and pathway document was developed and circulated to LAS stations across London. All providers submitted directory of services (DOS) information and criteria to support the roll out of iPads to LAS crews. The crews will use the iPads to access the MiDoS app. This is an app designed to assist health and social care professionals to get patients seen by the right clinical expertise, at the right time.

- **Last phase of life – telemedicine**

This project aims to improve care for older people in their last 12-18 months of life, enabling

them to die in their place of choice. This programme also aims to reduce unplanned visits to hospital. One of the priority work streams is the delivery of telemedicine in care homes to provide 24/7 clinical advice to care home staff. The model involves the utilisation of existing 111 infrastructures, and a warm transfer of calls from the 111 call handling staff to 24/7 care homes dedicated clinicians. These dedicated clinicians have access to the patient's clinical record or care plan.

Three telemedicine business cases were developed on time and localised to each individual CCG area (Brent Harrow and Hillingdon). The Brent business case was presented and approved at executive committee. CWHHE CCGs have also signed off their telemedicine business cases. The funding agreement between Social Finance and all eight CCGs was signed by both parties.

A soft launch of the service across all 8 boroughs occurred on 1 December. Recruitment into the new service model will occur in the first four months of the New Year.

- **Enhanced Care in Care Homes**

The aim of this project is to ensure residents in care homes maintain their independence as much as possible by preventing, delaying or minimising the need for formal health and social care services. A key area of focus is to improve training opportunities for care home managers and the skills of care home staff, so they feel more confident to manage residents without referring them to hospital. A procurement process is currently underway for a care home manager leadership programme.

A Project Initiation Document PID to support delivery of bespoke in-reach training to care homes was completed and circulated to all CCG and Local Authority (LA) leads. A process has been developed for the allocation of funding to each area. Funding will be proportionate to the number of care home beds.

Work is underway to strengthen joint-intelligence working between health and social care. This has involved collaborating with local CCGs and LAs to reinforce their cross-agency collaboration. The level of intelligence sharing between health and social care has been audited for each borough.

Work between local teams, acute trusts and care homes to facilitate the implementation of a standardised hospital transfer pathway to and from care homes (also known as the 'red bag' scheme) is happening, with training on the hospital transfer pathway being completed for the first cohort of care homes in Ealing and Brent.

- **Integrated Commissioning**

Integrated commissioning involves bringing health and social care commissioning together to manage the care home market more effectively. This ensures value for money and improves continuing healthcare processes to allow speed and equity.

The NW London launch of Any Qualified Provider (AQP) for Continuing Health Care placements occurred in November. Moving to the Any Qualified Provider framework will support better comparison between the service specifications for NW London continuing healthcare placements and West London Alliance Dynamic Purchasing System. This enables NWL to review the nursing care specifications and quality metrics on which providers are managed.

- **Geriatrician Workforce**

There is agreement from clinical leads to complete an analysis of the older people's workforce, the focus will be on increasing the capacity. This will be done by improving recruitment through the training pipeline, deploying staff effectively to support strategic aims and exploring innovative opportunities to use alternatives to the medical workforce.

- **E-learning hub, telemedicine and telehealth technology**

Work is underway to create a centralised learning management system. This will support NWL GP practice staff, nurses and care home managers to access standardised, pathway and role specific training. Scoping has begun, to design a new clinical advisory service. This

will support care home staff across 146 care homes in NWL. Technology to support the telemedicine and telehealth service is also being refined.

Delivery Area 4 - Improving Mental Health Services

Needs-mapping at a local level has been completed through engagement with GP Clinical Leads, Mental Health Commissioners, Trust Management and Clinical Staff. This mapping has resulted in the identification of a number of suggested gaps which are currently being discussed to agree the next steps.

- The NWL Primary Care Mental Health Trust Evaluation, jointly run with Healthy London Partnership (HLP), has gone out to procurement. In addition, Out of Hospital Contract for GPs is on track to be implemented across NWL in 18/19. This contract will ensure enhanced physical health care for people with Serious Mental Illness (SMI).
- The Early Discharge Planning tool is gaining traction and having the desired effect across CNWL. Similar Delayed Transfer of Care initiatives are bringing results in WLMHT. The service specification and Service Operating Procedure for WLMHT Rehab are awaiting endorsement.
- **Supporting people with learning disabilities and/ or autism with challenging behavior**
The mapping of Autism and Learning Difficulty services is underway. NW London is on track to achieve its discharge trajectory for CCG patients.

Review of a sample set of inpatients has now been completed providing insight into the gaps in community provision and the support needs of patients. A model outlining the likely community provision and costs is being developed which is enabling conversations to take place with providers to discuss market readiness. Discussions are also underway with NHS England to determine the lead commissioner for these services.

Person centred planning and positive behaviour support training designed for professionals and families continues to be rolled out across NWL.

- **Crisis Care**
The Capital Funding for Section 136 related initiatives/ innovations has been launched. Dialogue is underway to determine the NW London local interest for developing a bid where £15 million capital national funding will become available to support alternative initiatives.
- **Children and Young People**
The Children and Young People Transformation Plan has been refreshed and new priorities for 2018/19 have been set. The new NWL Children and Adolescent Mental Health Service (CAMHS) Crisis and Liaison Team has now been launched to provide intensive support for young people in mental health crisis.
- **NWL response to the Health Education England Mental Health Workforce Strategy**
The NWL response to the HEE Mental Health and Workforce Plan was developed with CNWL and WLMHT and presented to the Mental Health Transformation Delivery Board in November. The Board was supportive of the response, and further work was highlighted on the workforce modeling assumptions for NWL. Additionally, further initiatives will be required to grow and develop the workforce. A further iteration was compiled for the final submission in December.
- **Supporting mental health transformation – a review of pay and terms and conditions across two mental health trusts**
The report sets out the findings of a review of clinical staff pay and allowances across all operations within Central and North West London (CNWL) Trust and West London Mental Health Trust (WLMHT). This included bank nurses, occupational therapists (AHPs) and medical staff. Administrative and clerical and staff on Agenda for Change were not in scope.

The analysis showed differences in approaches and the final version of the report was due for sign off in December 2017.

Delivery Area 5 - Safe, High Quality Sustainable Acute Services

- **Improvements to women's services**

New Early Adopter models of care have been piloted in Hillingdon. In addition, all sites have launched a personalised postnatal care plan to support women. Focus is on development of a sector wide maternity app (Mum & Baby) and the training offering for maternity teams to support and embed the new continuity of care models.

- **Radiography and Diagnostics**

The official launch of the NW London ultrasound sonography (USS) academy took place in November 2017. The USS is run and launched by London North West Healthcare NHS Trust in association with Siemens. The academy has been designed to enable our trusts to train and recruit more sonographers, this should help to solve the issue of a shortage as well as improve patient care as more sonographers will be available to scan patients.

- **New Inpatient Models of Care**

New inpatient models of care have been piloted at all four acute trusts in NW London, looking at innovative ways to make sure patients get the best care possible in hospital seven-days-a-week. These pilots have focused on enhancing hospital services at weekends and developing better working relationships in the multidisciplinary team. The summary of the pilots and their results are positive, with notable improvements to patient flow, staff experience and quality of care.

Evidence generated from these pilots has been used to drive investment in all systems in NW London to help reduce length of stay, improve flow and increase winter resilience.

The combined efforts of seven-day services, Home First and other trust patient flow initiatives have resulted in a 10% reduction in the Average Length of Stay (LOS) for the target patient cohorts – namely Non Elective admissions 65+ and those whose length of stay was 3+ days (excluding certain HRG groups - cardiac procedures, radiology, chemotherapy, ENT and spinal surgery).

Enabler - workforce

Workforce initiatives that relate to delivery areas have been incorporated within their updates. Below are the workforce projects that relate to all delivery areas.

- **HR Directors' Network Collaborative**

It has been established that at the end of month six, agency spend across the ten trusts in NW London was £28m, 28 per cent lower than at the same point last year. The total temporary staffing spend, bank and agency spend combined, was 3% lower than in 2016/17, delivering a saving of £4.8m.

The deep dive review of the occupational health service at Imperial identified £140k savings for 2017/18, and £420k savings for 2018/19. Nine trusts are working collectively to use Lean principles to review sickness absence and pre-employment check processes.

The six acute trusts in NW London have implemented the Local London Rates. These are maximum rates that all London trusts have agreed for medical agency shifts. The aim of this is to arrest the increasing rates for medical agency shifts by bringing control to the medical locum market.

- **Change Academy: Phase 2 programmes**

The second cohort of Commissioning for Outcomes and Integration programme concluded in

mid-November. A learning event is being planned for cohorts 1 and 2 for February 2018. The application process for Cohort 3 and 4 is about to launch. This process will be rebranded as 'Delivering Outcome Based Care and Integration programme'. Thus far, eleven teams across the CCGs' have completed the Commissioning for Outcomes and Integration programme.

A strong consortium of executive coaches and change consultants has been appointed to deliver 'Change Coach Development' training. The programme launched in December with a group of 32 Change Coaches. The Change Coaches will use their training to support local transformation projects.

Enabler - Communications and Engagement

- **Diabetes conference and soft launch of new website**

A NW London wide diabetes conference was held at Brent Civic centre to mark World Diabetes Day. More than 200 patients, carers and clinicians from across our sector attended. A full agenda included inspiring talks about the diabetes, how to manage the risks and the support available. Information was also shared about the NW London wide diabetes programme.

There was a soft launch for the new 'Know diabetes NW London' website and information cards and leaflets provided to attendees. The new website contains videos, tools and tips to help our residents know diabetes, prevent Type 2 diabetes, manage diabetes, change their health and live life to the full.

- **Joint Health Overview and Scrutiny Committee (JHOSC)**

On Tuesday 5 December the second full meeting of the JHOSC for 2017 was held in Twickenham. Topics covered:

- Frailty
- Accountable care systems
- Hubs
- Local services
- Diabetes dashboard
- Metrics

- **London Ambulance Service (LAS) - training video**

Over the last few months we have been raising awareness with LAS crews about the rapid response and community teams that can support patients at home.

To facilitate this work the communications team have developed a training video and poster. These resources will be used promote the services that are available within each borough. In turn, this will help reduce the number of non-elective admissions to hospital.

- **New online resource for talking therapists**

A new online training resource for psychological wellbeing practitioners and counsellors in NW London is now available at www.trainingtcs.org.uk.

The aim of the training is to support therapists to better understand what life might be like for people living with three main physical long term health conditions: diabetes, chronic obstructive pulmonary disease (COPD) and cardio-vascular disease (CVD). Information about the resource has been shared with provider communication teams and CCG staff.

- **Maternity programme - postnatal booklet**

A guide for new mothers has been developed to ensure consistent information is provided across NW London. The guide is now in the final stages of production and will be used by all of our trust maternity teams. Information provided in the 40 page booklet covers:

- what to do when you leave hospital;

- registering the birth;
- vaccinations;
- Breastfeeding; and
- general health information for mother and baby.

- **Radiology practice educators**

Promotion of innovative new practice educator roles, a first in the country for radiography, has been covered by our local media online and the Society of Radiographer's trade magazine Synergy News.

Through increasing education available to radiographers, staff will have more skills and knowledge to deliver patients an even better and faster service

- **Talking to people about older people's services in Ealing**

In August we started to talk to people in Ealing about how best to provide care for older people. This period of engagement has now closed and the results are being analysed and fed back into the frailty and Ealing Hospital programmes of work.

Over 1300 people completed our survey and more than 90 locations across Ealing were visited as part of this engagement exercise. This included: care homes, day centres, Ealing hospital, over 60s clubs, including line dancing and GP practices.

The main themes discussed included:

- Patient transport and discharge to and from care homes;
- difficulties for care homes accessing community services, if patients aren't mobile (podiatry);
- historical media coverage that has given Ealing's Hospital a poor reputation; and
- waiting times.

A full review of feedback will be circulated in due course.

- **Extended access - materials to cover the holidays**

In the last update we highlighted that communication materials had been developed and rolled out to support all eight CCGs launch their GP extended access programmes. This campaign has now been showcased as an example of regional best practice by NHS England.

The campaigns key messages and design are now to be used as part of a London-wide campaign being delivered by NHS England.

Additional materials have also been developed to promote opening hours over the festive period.

- **Hub naming**

Over the last few months a single question about what 'Out of Hospital Hubs' should be called has been posed to residents and patients.

The question posed reads as follows: ***What would you call a building that brings together lots of different NHS and social care and services in one place?***

More than 1100 residents have given us their thoughts on the question with more than 53% saying the service should be called a healthcare centre or health and care centre. To ensure a good mix of responses from across the eight boroughs the survey will stay open until January.

This will join-up the services you need, rather than having multiple appointments in different places. This is especially important for older people, and people with one or more life-long illnesses. A range of services will be on offer within the building, including GP services, mental health and social care.

- **Distribution of Octopus extended**
'Octopus' is now into its fourth month as the NW London wide newsletter. Following the appetite for the newsletter, distribution has been extended to keep our council and provider colleagues up to date with work across the eight CCGs.

Quality and Patient Safety

- **Infection Prevention and Control:**
The main Infection, Prevention & Control (IPC) focus continues to be the work and implementation plans to reduce E. coli bloodstream infections as part of a national ambition set by the government.

A cross organisational **NW London Gram Negative Bloodstream Infections (GNBs) steering group** has been set up and the first meeting was held in November with representation from all NW London Community, Mental Health and Acute Providers and also Infection Leads from NHS Improvement and Public Health England. The steering group is co-chaired by the NW London Directors of Quality & Patient Safety. The group will meet quarterly to promote collaborative working on reducing GNBs across all Providers in NW London.

In view of the IPC challenges faced by most of our care home providers last year, the IPC Lead together with academics from the University of West London have launched **Infection Control training sessions** targeted for senior clinical staff from care/residential homes across CWHHE CCGs. It is hoped that the training session has helped raise IPC awareness with particular focus on outbreak management, pandemic flu and reducing GNBs.

- **Out of Hospital Services – Update:**
Through the work on Out of Hospital Services there has been significant improvement in the uptake of adult and children's safeguarding, PREVENT and WRAP training in Primary Care, GP Federations and CCGs have been able to work together to provide opportunities to access and monitor training, with the support of the Quality and Safeguarding Teams.
- **Safeguarding – Update:**
The Tri Borough Safeguarding team have submitted an application to become a Pathfinder and have gone through to the second round. If successful this will enable IRIS to be rolled out, across 17 GP Practices within the Tri Borough. IRIS (Identification and Referral to Improve Safety) is a research based model to enable GPs to identify people experiencing Domestic Abuse and refer promptly which leads to them accessing the support and help they need.

The Safeguarding Adult Board (SAB) for the Tri Borough held a Learning event in respect of the Serious Adult Review (SAR). The session incorporated the SCIE methodology which promotes how best to approach system wide learning. It is worth highlighting the principles which are; avoid hindsight bias; appraise and explain; move beyond blame; window on the system. 30 plus partners attended and used the SAR case study to explore what the issues were and how we need to build upon the system change work already undertaken to address the findings. The Deputy Director of Nursing Sue Pascoe along with Assistant Director Mental Health Commissioning represented the CCGs. Each attendee pledged the actions they would take on behalf of their organisations. The SAB will monitor progress as to how many of the pledged actions were delivered and seek assurance that learning is embedded going forward. Next steps include ensuring feedback is cascaded to the relevant CCGs and in particular colleagues with the Joint commissioning team for older people.

- **Equality and Patient Experience – Update:**
Dipen Rajyaguru has been appointed as the Assistant Director for Equality & Patient Experience for the CWHHE CCGs Collaborative, the role previously held by Samira Ben Omar who is on secondment to the role of 'Head of System Change' for the Accountable Care System.
Dipen is providing Equality and EQIA support and advice on the following projects;
 - Primary Care strategy
 - GP at Hand

- MAS (Minor Ailment Scheme)
- IUI Fertility
- Equality input to the PiP provider Assurance template

Dipen has also provided Equality & EQIA expertise to Central London CCG with specific highlight on 'Making Equitable Financial Decisions', and has produced a briefing paper on Case law.

Delegated commissioning

In November, Hounslow CCG council members, voted in favour of delegated commissioning commencing 1st April 2018. Across the eight NWL CCGs, there are now seven that have taken this decision, with one remaining CCG (Brent) voting early in the new year.

General Data Protection Regulation (GDPR)

In the previous report I stated that the new General Data Protection Regulation will apply from 25 May 2018 and I outlined some of the key changes, particularly to the strengthening rules applying to Data Processors and the increases in legal liabilities for breaches of the regulations.

Across the CCGs, a review has commenced looking at the implications of the new rules to the way the CCGs in NWL operate and mitigating actions we will need to implement to remain compliant. This work is being carried out at management level and the plan will be presented to the CWHHE Audit Committees for assurance. In addition, the NW London Digital Information Governance Group has commissioned a piece of work to look at the implications across NWL providers and commissioners focusing on data sharing agreements. Any implications for the CCGs will be reported via the NWL CCGs' Director of Informatics.

Further updates will be provided to the Governing Body on the progress of this work including any risks that might emerge.

Update on NWL BI Re-procurement and BI Interim Solution

NWL CCGs remain committed to working with the London team to deliver a once for London approach with the associated benefits to CCG's of economies of scale and working towards single versions of the truth. Whilst this London work is on-going the BI team have worked with NELCSU to setup an alternative interim solution that fits within the current BI financial envelope (adjusted for 5% savings) and is growing in usage and content. This system is designed to bridge the gap until a full product is procured. Currently the 'London BI Programme Board' has an indicative and challenging timeframe for a procured solution of October 2018. The BI team will continue to engage with CCG's at a local level to ensure the interim system and the proposed London system will meet their evolving requirements.

Appointments to NWL positions

Last but certainly not least, there have been some exciting appointments in the move towards a more joined up approach. The eight CCG governing bodies agreed to create some new roles which would operate across North West London. This included a new Chief Finance Officer (CFO) position and a single Director of Performance.

We are now pleased to confirm that Lizzy Bovill has taken on the role of Director of Performance for the NW London CCGs from 1st January 2018.

Alex Faulkes, who is the Director of Performance for BHH CCGs, will be moving on to new challenges. Under Alex's excellent leadership we have seen a major transformation in the delivery & performance service for BHH and we would like to thank him for the tremendous contribution he has made.

We are also very pleased to confirm that following a competition Neil Ferrelly was offered and accepted the role of CFO for the NW London CCGs. As with Lizzy, Neil took on the role from 1st



January 2018 and will initially focus on the CCGs financial delivery for 17/18 as well as the financial planning for 18/19.

To support an efficient transition Keith Edmunds, previously CFO for the CWHHE CCGs and who did not compete for this role, will support Neil by leading on STP finance over the next few months, before leaving us next year.

We know you will all join us in congratulating Neil and Lizzy and thanking Alex and Keith for their hard work.

Clare Parker

Chief Officer CWHHE CCGs 18 December 2017