

Managing Director's Report – January 2019

Pembridge Inpatient Palliative Care Service and Strategic Review of Palliative Care Services

In September 2018 Central London CCG (as lead commissioner) and Central London Community Healthcare Trust took the decision to suspend the Pembridge inpatient palliative care service on clinical safety grounds. Despite attempts to recruit to a vacant consultant post it had not been possible to recruit. Patients were moved to other local palliative care providers. At the time of suspension there were no Hammersmith and Fulham residents in the unit. The inpatient unit remains suspended whilst the Trust actively tries to recruit to the vacant post. Even though the inpatient service has been suspended since September, there have been no occasions reported where a patient needing an inpatient palliative care bed has not been able to access one. Central London CCG is working with the Trust to manage the on-going impacts of this temporary suspension.

The temporary suspension of the service has provided an opportunity to consider how best to provide specialist palliative care services in the future. With that in mind a strategic review of these services was launched on 13 December 2018. The review has an independent chair who has written out to interested parties inviting them to submit evidence to the review. This call for evidence closes on 13 February 2019. Details of the review and how to submit evidence can be found on the CCG website <https://www.centrallondonccg.nhs.uk/your-services/palliative-care>. The review is due to report to the CCGs in March 2019.

Health, Inclusion and Social Care Policy and Accountability Committee

On 4 December I attended the PAC to present the CCG's proposals for reducing the opening hours the Hammersmith Urgent Care Centre overnight and changes to primary care access. I also provided a briefing on the CCG's financial position. The committee raised a number of issues in respect of the Urgent Care Centre and Primary Care access proposals which have been taken into account in the pre consultation business case which is on the agenda for today's meeting. The committee also asked a number of questions relating to the financial position. The committee has subsequently written to the CCG in relation to both of these items and a copy of their letter and the CCG's response is attached at appendix A.

Working together With Queens Park Rangers Football Club

The CCG is working in partnership with Queens Park Rangers on an NHS signposting campaign funded by the West London Health Partnership (WLHP). The campaign features videos starring QPR players, Andy Sinton and our very own Paul Skinner, with the aim of improving signposting for people, making people think about the alternatives to A&E, and encouraging appropriate usage of NHS 111, urgent care centres, pharmacists and primary care services in Q4 and beyond. The campaign is based on a successful model piloted by NHS Halton CCG and the Widnes Vikings rugby team, called “Beat the Scrum at A&E”, which has won a wide range of awards including from the HSJ. The campaign will formally launch on 9 February (QPR Match Day) and run for 5 weeks. It will also provide an excellent publicity opportunity for recently-launched NW London initiatives such as the “Health Help Now” app.

PPG Leadership training update

Last quarter we informed you about the successful launch of a pilot training and coaching leadership course to support Patient Participation Group development in the borough, in partnership with the London Leadership Academy and Professor Lis Paice. NHS England were informed about the model and described it as ‘a very exciting and innovative project which other CCG colleagues would be keen to hear more about’, so the CCG’s engagement lead will be presenting on this to pan London engagement leads and NHS England on 30 January.

Community Champions Annual Conference

Members of H&F, CL and WL CCGs attended the [Community Champions](#) Annual Conference on Wednesday 28 November to celebrate the fantastic work the Champions do in keeping people well, promoting key health messages, and tackling social isolation. It was a joyous event which followed the publication of a social ROI study demonstrating a £4-5 return on investment for every £1 spent on the projects. There was some great table work focused on problem solving for CYP, working age people and older people, and presentations included an intergenerational piece with the Junior Champions, stories from the Maternity Champions and volunteers who had helped and been helped by the projects, and songs from the choirs.

Pride in Practice

The LGBT Foundation, which HAS established a quality assurance support service with the NHS and the Royal College of General Practitioners called ["Pride in Practice"](#), has been successful in a bid to the GEO LGBT Health Inequalities Fund to pilot geographical expansion. The Assistant Director is keen to pilot the programme in London and has expressed interest in potentially allocating some of the new funding to launch a North West London pilot. The CCG’s engagement lead is following this up in January 2019. The national evidence base for the need for what the Pride in Practice initiative has to offer is well established (detailing, amongst other things, poorer health access and outcomes for the LGBT population), and soft intelligence obtained via community engagement with the North West London LGBT community over the past 12 months supports this locally. Other CCGs such as Salford CCG have rolled out this initiative with great success, but we would be the

first London CCGs to do so. The support which comes with Pride in Practice includes a dedicated Account Manager, support around LGBT inclusion, significant support in helping to ensure LGBT patients undertake important health behaviours such as cervical screening, and evidence provision to help the practices during CQC assessments.

Winter Planning

The winter plan was submitted to NHSE in November. This plan forms the Imperial A&E Delivery Board (AEDB) system winter preparation plan 18/19 and is a collaboration of system partners across both systems that sit around both the St Mary's and Charing Cross sites. The plan provides detail on implementation against the national winter requirements for 18/19 and aims to support operational resilience leading up to, and throughout winter.

This was also submitted to the A&E Delivery Board in early December and was endorsed by the group.

There are daily calls with the North West London performance team, NHSE and partner organisations. These will be running until March 2019.

To support resilience over the winter H&F have been leading multi-agency discharge events (MADE) to ensure responses to DTOCs are maximised. The A&E operational group is also focussed on the delivery requirements over the winter.

The Imperial system managed well over Christmas and New Year period. It is expecting to be under significant pressure however in January and as such will continue operating the MADE events and the continuation of the operational response work via the A&E Working Group.

Joint local area SEND inspection in Hammersmith and Fulham

Between 3 December 2018 and 7 December 2018, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Hammersmith and Fulham to judge the effectiveness of the area in implementing the disability and special educational needs reforms as set out in the Children and Families Act 2014.

The inspection was led by one of Her Majesty's Inspectors from Ofsted, with a team of inspectors including an Ofsted Inspector and a Children's Services Inspector from the CQC.

Prior to publication of the final letter we are able to submit feedback on any factual accuracy; following this the report will undergo a final review from the inspection team ahead of formal publication. The visit went well and demonstrated the effectiveness of joint working arrangements across children's services between health, local authority and other system partners.



New Appointment

John Pullin joined the CCG on Monday 7th January 2019 as the Associate Director of Integrated Care Partnership. John joins the CCG from Horsham and Mid Sussex CCG and brings a wide range of NHS experience to the role. We welcome him to the team where his main focus will be in working with partners on integrated care.

Janet Cree

Managing Director

Hammersmith and Fulham Clinical Commissioning Group

January 2019