

Chief Officer's Report January-February 2016

Purpose

This paper provides a summary of the key areas of business as led by the Chief Officer for this and the other four clinical commissioning groups (CCGs) in the collaborative. It includes a brief summary of the main matters. The CWHHE collaborative comprises NHS Central London, West London, Hammersmith and Fulham, Hounslow, and Ealing CCGs. It has been written as a standard report across all five CCGs.

The report covers the following areas:

- New ways of working
- Planning 16/17
- Primary Care
- Infection prevention and control
- Clinical visits
- Patient Safety
- NHSE Continuing healthcare care deep dive
- CCG Safeguarding team
- NHSE and NHS Improvement financial sanctions framework 15/16
- Breaking the Cycle
- Dementia Friends
- Whole Systems Integrated care – Violet Melchett Clinic
- Wheelchair service redesign
- New providers for UUCs at St Mary's and Ealing Hospital
- Care Leavers Association working with CCG/NHS
- New starters

New ways of working

It is clear that if we are going to deliver a sustainable health and social care system for the people we commission services for, we will need to plan and deliver care in new ways. In February, the Chief Officer met with chairs and chief executives of community and mental health trusts at their request to discuss how they can contribute to achieving this aim. Organisations that provide care are in discussions about forming Accountable Care Partnership to help join up care across traditional boundaries. To support this work a new Director has started work for the CCGs, working across the system (see the New Starters section later in this document)

National planning guidance and the 2016/17 planning process

Planning guidance was received from NHSE on 24 December 2015. This provided further details on delivering the five year forward view. The key asks of the CCG are:

1. Write a five-year **Sustainability and Transformation Plan (STP)** across the sector (North West London).
2. Complete five **Operational Plan** templates relating to activities in year 1 of that plan, 2016/17. The five templates cover:
 - a. Finance and activity;

- b. Contract tracker;
- c. Operational resilience;
- d. NHS Constitution standards; and
- e. Better Care Fund.

As a CCG, we already have a **Business Plan** covering 2015/16 and 2016/17. This is being refreshed for 2016/17 in light of the planning guidance. A key message is that the plans need to be system-wide and describe how, together across commissioners and providers, we are going to deliver improved quality of services, improved patient outcomes and financial sustainability.

There are other agenda items that deal with these documents in more detail.

Primary Care

The CCG quality and safety team have appointed a Lead Nurse for Quality Improvement and Clinical Assurance for the Out of Hospital Services. Her role will be to further develop a sustainable training infrastructure and to support the Federations with the implementation of the Out of Hospital Services and assure quality of service delivery.

Interviews are also underway for Community Education Provider Network (CEPN) Education and Development Nurses after all five CCGs were successfully granted funding from Health Education North West London. These posts will concentrate on developing the primary care workforce with a particular focus on bands 1-4, increasing the numbers of pre-registration Nurses into GP practices and improving access and availability of education and training for the workforce as a whole.

The practice nurse development function within the CCG quality and safety team has recruited 20 nurses, currently working within GP practices, to a mentorship development programme which is being hosted by University of West London (funded by HENWL) on 15 February 2016. Increasing the numbers of mentors within CWHHE GP practices will help us to attract more nurses into primary care.

Infection prevention and control

The CCGs' Lead Nurse for Infection Prevention continues to meet quarterly with infection prevention teams in provider organisations across the CCGs. Post Infection Reviews (PIRs) for MRSA produced by provider organisations are analysed to ensure Trusts have robust infection prevention systems in place. Trusts have also participated in the Infection Control Network with some providers taking up suggestions for ensuring that infection control systems are embedded across the organisation through focussed infection control weeks using internal media.

Clinical Visits

Members of the CCG quality team were invited to participate in Imperial College Healthcare Trust Core Review of maternity, paediatrics and neonatal units at Queen Charlotte's and St Mary's Hospitals to review the areas identified by the CQC as requiring improvement as well as reviewing whether areas rated as good continued to meet this standard. The reviews were thorough and challenges for the units were raised as well as improvements to share learning that could be implemented such as staff rotating across both neonatal unit sites. The outcome of the review has been reported back to the units and will be reported to Imperial Clinical Quality Group, and the Trust will progress recommendations.

Patient Safety

There is closer working between the CCG quality and patient safety team with Imperial College Healthcare Trust in relation to their Serious Incident meetings. This will encourage closer working and identification of issues arising from root cause analyses.

NHSE NHS Continuing Healthcare Deep Dive

The CCGs are in the process of undertaking an NHSE Assurance Deep Dive in relation to the patients they fund via NHS Continuing Healthcare. The requested evidence has been submitted to NHSE, who is in the process of reviewing it. An assurance meeting with NHSE is planned for March 2016. From the CCGs' perspective the deep dive provided a good opportunity to evaluate the progress made over the last 2 ½ years in relation to this important area of work.

Safeguarding Team

Judy Durrant continues to cover the Assistant Director of Safeguarding role on an interim basis. Recruitment is underway to fill the post substantively. There are also a number of other changes in the team:

- Mak Inayat has joined the team as Designated Nurse Safeguarding Children for Central and West London CCGs; and
- Marino Latour has joined the team as Designated Adults Safeguarding and Clinical Quality Manager for Hounslow CCG.

NHS England and NHS Improvement to vary financial sanctions framework for 2015/6

The NHS is continuing to find it difficult to balance the books in 2015/16, with all organisations being required to do everything possible to improve their positions. NHS England is looking at ways to tackle the financial challenge and as part of this work it has been agreed that NHS England and NHS Improvement will be flexible about the financial sanctions framework. From 01 January 2016 the framework will be applied as such where the commissioner:

- a) chooses to return the fines monies to its providers, any such monies should be retained by the provider to support improvements in the provider's financial position, and so should not result in additional expenditure; or
- b) retains the fines income, the monies must flow directly to the commissioner's bottom line resulting in an equivalent underspend against plan, so as to benefit the overall NHS aggregate financial position.

Breaking the Cycle

The next Breaking the Cycle event is planned for 14 March. We intend to use this session to focus on collaboration and how we can maximise the benefit of working together as CCGs on shared projects. We will also use this time to set objectives for staff that help us to deliver our overall objectives. If we can all be clear what our individual objectives are and how they contribute to the wider agenda, and refine collaborative working, then we should be able to use our time at work in a more effective and focussed way for the ultimate benefit to the residents that we commission services for.

Dementia friends

Dementia Friends is a national Alzheimer's Society initiative that aims to mobilise society, as together we can make sure that people with dementia are understood, included and feel part

of their communities. During the session, a dementia friend learns more about what it's like to live with dementia and then turns that understanding into action. This can be a small or big action. Some staff pledged to tell other colleagues about dementia friends and add to their email signature and be a bit more understanding of friends and relatives living with dementia and one attendee has already signed up to become a dementia friend champion.

Sarah Richardson, Dementia Clinical Support Lead in Hammersmith and Fulham CCG and also Dementia Friends Champion, has run two sessions across the five CCGs. On 5 February, 10 members of staff at Marylebone Road attended a workshop and six members of Ealing CCG staff attended a workshop on 9 February. A range of staff groups attended from Communications, Commissioning, Strategy and Transformation, Whole Systems and Administration and all attendees signed up to be dementia friends.

More information sessions can be arranged through the dementia friends website: <https://www.dementiafriends.org.uk>

Whole Systems Integrated Care work begins at Violet Melchett site in SW3

North West London is a pioneer site for the implementation of Whole Systems Integrated Care and as part of this, West London CCG has developed and is now implementing its care model for adults aged 65 and over. The enhanced service will offer holistic care bringing together partners from health, social and voluntary services.

Building work has started at the Violet Melchett clinic in Flood Walk, SW3 which will be the integrated health centre in the south of the West London CCG area. Services are expected to operate from the centre in Spring 2016. Significant progress has also been made on recruiting the service Case Managers and Health and Social Care Assistants via a rolling recruitment programme. The first group of staff are expected to start in their new roles in February.

Wheelchair service redesign – decision on new provider to be made soon

For the past year, Central London, West London, Hammersmith & Fulham, Brent, Barnet, Ealing and Hounslow NHS Clinical Commissioning Groups (CCGs) have worked with service users to redesign the community wheelchair services for people of all ages who have a long-term need for mobility assistance. A procurement process is underway to recruit a new provider of a more integrated service that will include:

- Assessment and Prescribing of Powered and Non-Powered Wheelchairs;
- Rehabilitation Engineering facilities;
- Special Seating;
- Wheelchair Cushions and Accessories; and
- Service and Maintenance Packages.

Service users, lay representatives and key stakeholders including Baroness Grey-Thompson (leader of the National Wheelchair Alliance) have endorsed the approach the CCGs are taking which takes into account service users' three key wishes:

- a more personalised service that reflects their needs and allows for choice;
- a fast and reliable service; and
- excellent customer service from the hardware and repair service.

A decision on the successful bidder is expected by the end of March with the new service starting in the summer of 2016. To find out more before the end of March contact Deborah

Baksh, Programme Officer: 020 3350 4034 / Deborrah.Baksh@nw.london.nhs.uk. We will update you on who to contact after March in due course.

New providers for St Mary's and Ealing Hospital Urgent Care Centres

Central London CCG has appointed Vocare Ltd, an experienced nationwide provider of urgent care services, nationwide to run the urgent care centre at St Mary's Hospital in Paddington.

Ealing CCG has appointed a consortium led by Greenbrook Healthcare to run the Urgent Care Centre at Ealing Hospital. Both UCCs operate 24/7 throughout the year and are highly accessible community-based facilities providing care for a large population. Both contracts were due expire and the appointment of the new providers follows an open and transparent procurement process.

Care leavers invited to take part in NHS work

Central London Clinical Commissioning Group (CCG) is proud to be working with the charity Care Leavers Association (CLA) on an important project to improve health outcomes for people who have spent time in care at any point in their lives. The project, which is funded by the Department of Health, will find out directly from people who have been in care themselves how the experience has impacted their health, and how it impacts the way they access health care or services. Central London CCG will then be able to use the findings to commission the right services and make sure services providers have all the information and skills they need to adequately accommodate care leavers. For example, a recent NSPCA survey found the prevalence of mental health conditions as depression, anxiety, and Attention Deficit Hyperactivity Disorder (ADHD) was much higher in children who had been in care at some point in their life. For more information visit www.centrallondonccg.nhs.uk

New starters

I am delighted to announce the appointment of three senior staff who have or will be joining our organisations.

Director of Informatics

Bill Sturman joined us in February as Director of Informatics. He previously held the position of Chief Information Officer (CIO) at Oxford Brookes University where he developed an innovative and forward-thinking technology strategy. We are very excited to have him with us.

CWHHE Director of Accountable Care Partnerships' Development

David Freeman joined us on 18 January responsible for leading the development of Accountable Care Partnerships across CWHHE. David was previously Director of Commissioning and Planning at Merton CCG. He has also spent several years in a mental health trust, a primary care trust and a specialised commissioning group and recently he led a national arms-length body for NHS England, and served as Director of Corporate Programmes at Kingston Hospitals Foundation Trust. This is a key post in supporting the change to the way organisations work together to improve care.

Director of Communications

Christian Cubitt will be joining us on 1 March as Director of Communications for the North West London Collaboration of Clinical Commissioning Groups (CCGs). Christian is currently the Deputy Director of Government Communications at the Cabinet Office and brings with him extensive experience from the heart of government. Prior to the Cabinet Office, he was head of external communications at the Ministry of Justice.

Over in Brent, Harrow and Hillingdon (BHH), there have also been some senior staff changes:

Director of Delivery and Performance for BHH

Alexander Faulkes will be joining on 1 April as Director of Delivery and Performance for BHH. Alex joins BHH from Croydon Health Services NHS Trust where he is currently the Associate Director of Planning, Performance and Contracting.

Brent CCG Chief Operating Officer

Sarah Mansuralli, having been in the post on an interim basis for the last 18 months, has been appointed to the substantive role of Brent CCG Chief Operating Officer. Sarah will take on the role with immediate effect.

Clare Parker
Chief Officer CWHHE CCGs

18 February 2016