

Governing Body meeting in public

Tuesday, 20 November 2018, 2.00-4.45pm

Conference Room, Museum of Brands 111-117,
Lancaster Rd, London W11 1QT

Minutes

Present

Name	Role/ organisation	Initials
Dr Andrew Steeden	GP member, Acting Chair	AS
Senel Arkut	Local Authority representative (<i>item 4.1 onwards</i>)	SA
Dr Oisín Brannick	GP member, Clinical Lead for North Kensington Recovery and Patient & Public Engagement	OB
Anna Cox	Public Health representative	AC
Mark Easton	Accountable (Chief) Officer	ME
Neil Ferrelly	Chief Financial Officer	NF
Yvonne Fraser	Practice Manager representative, chair of Transformation Board	YF
Dr Rachael Garner	GP member, Vice Chair (job share), chair of Quality & Performance Committee	RG
Dr Jane Hawdon	Secondary Care Consultant	JH
Dr Richard Hooker	GP member	RH
Diane Jones	Chief Nurse and Director of Quality	DJ
Dr Naomi Katz	GP member, Vice Chair (job share), Clinical Lead for Primary Care	NK
Louise Proctor	Managing Director	LP
Dr Puvana Rajakulendran	GP member (items 1-4.5)	PR
Sonia Richardson	Patient representative	SR
Karen Rydings	Practice Manager representative	KR
Victoria Stark	Lay member, chair of Patient & Public Engagement Committee	VS
Ben Westmancott	Director of Compliance	BW
Philip Young	Lay member	PY

In attendance

Name	Role/ organisation	Initials
Paul Chung	Head of Finance	PC
Kerry Doyle	Head of Corporate Services (<i>minutes</i>)	KD
Neil Hales	Associate Director, Planned and Unplanned Care	NH
Simon Hope	Deputy Managing Director	SH
Jane Wheeler	Associate Director, Mental Health (interim)	JW

Apologies

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Catherine Ashton	Public Health representative	CA
John Ashton	Public Health representative	JA

Item	Action
1	Introduction
1.1	<u>Welcome and apologies</u> The Acting Chair welcomed members and attendees to the meeting, including new colleagues: <ul style="list-style-type: none">- Paul Brown, Chief Financial Officer;- Paul Chung, Head of Finance;- Catherine Ashton and John Ashton, Public Health representative. The apologies were noted as above.
1.2	<u>Declarations of Interest</u> There were no declarations over and above those on the register.
2	Minutes of the previous meeting
2.1	<u>Minutes of the meeting held on 18 September 2018</u> The minutes were agreed to be an accurate record of the meeting.
2.2	<u>Action log</u> The Governing Body reviewed the action log.
2.3	<u>Matters arising</u>
2.3.1	<u>Acting Chair</u> The Managing Director gave a verbal update to the Governing Body: <ul style="list-style-type: none">- The Chair, Dr Butler, had extended her sabbatical to 31 January 2019; The Governing Body ratified the extension of Dr Steeden's role as Acting Chair to 31 January 2019.
3	Reports from the Acting Chair and the Chief Officer
3.1	<u>Acting Chair</u> The Acting Chair gave a verbal update on the following topics: <u>Governing Body elections</u> <ul style="list-style-type: none">- Awaiting confirmation from NHS England that the proposed amendments to the CCG's Constitution had been approved before going to members;- Good response from members – expressions of interest received from several people.

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	<p><u>Members' plenary meeting, 25 September 2018</u></p> <ul style="list-style-type: none">- Members discussed and approved proposed Constitutional amendments, as well as 2019/20 Commissioning Intentions, Commissioning a Multispecialty Community Provider, and online clinical consultations;- The next members' plenary is in early December. <p><u>North West London Outpatient programme</u></p> <ul style="list-style-type: none">- Clinically agreed referral guidelines for patient management and diagnosis circulated to clinicians: Dermatology/ Gynaecology/ Gastroenterology/ Cardiology/ MSK;- Standardised referral forms, and specialist triage, to support patients receive the right care first time;- Phase II would include Ophthalmology, Urology, Neurology and Respiratory. <p><u>'It Takes All of Us' Adult Social Care and Public Health Staff Conference, 8 November 2018</u></p> <ul style="list-style-type: none">- Westminster and Kensington & Chelsea event, colleagues from the CCG attended. <p>Finally, on behalf of the Governing Body, the Acting Chair thanked the Chief Financial Officer for his leadership and wished him well in his retirement.</p> <p>The Governing Body noted the update.</p>
3.2	<p><u>Accountable Officer</u></p> <p>The Accountable Officer presented an update to the Governing Body:</p> <p><u>New appointments</u></p> <ul style="list-style-type: none">- Jo Ohlson, Director of Commissioning for North West London;- Alan Wells, OBE FRSA, Lay member and chair of the North West London CCGs' Joint Committee. <p><u>Health & Care Partnership</u></p> <ul style="list-style-type: none">- Sustainability and Transformation Partnership renamed - North West London Health and Care Partnership;- Recent King's Fund report, <i>The Puzzle of STPs in London</i>, included some positive feedback, but noted that London was not as far advanced in developing integrated care as some areas of the country, suggesting this was in part due to the complexity of the London health and care system. <p><u>NHS plan</u></p> <ul style="list-style-type: none">- Long-term/ ten year plan was expected to be published in the next few weeks;- Increased collaboration amongst CCGs was expected; North West London had the largest collaboration in England in terms of population size, and was one of the few to include joint decision-making in its remit.

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<p><u>Winter planning</u></p> <ul style="list-style-type: none">- A key focus at this time of year was winter planning and managing demand;- North West London CCGs were seeking assurance that plans to reduce long waiting times for patients were on track, and not disrupted by winter pressures. <p>The Governing Body noted the update.</p>	
4	Achieving strategic objectives
<p>4.1 <u>West London CCG objectives: Q2 2018/19 update</u></p> <p>The Managing Director presented the report, which outlined progress to the end of quarter two. The Governing Body discussed the following:</p> <p><u>Primary care</u></p> <ul style="list-style-type: none">- Stage 2 plans received from 4 out of 5 Primary Care Networks;- 18 out of 19 practices signed up to new commissioning contracts to replace Personal Medical Services contracts. <p><u>Winter planning</u></p> <ul style="list-style-type: none">- West London CCG had a link role with Trusts – helping providers and commissioners work together to ensure that patients received the right care. <p><u>Finance & QIPP</u></p> <ul style="list-style-type: none">- The CCG's financial position remained strong, with delivery to plan reported for the first 6 months of 2018/19;- Acute expenditure was above plan, offset by underspends in prescribing and Continuing Healthcare- QIPP delivery was at 85% for the first 6 months of the year. <p>The Governing Body noted the update, and gave feedback.</p>	
4.2	<p><u>North Kensington Recovery update</u></p> <p>The Clinical Lead for North Kensington Recovery and the Managing Director presented the report, which outlined progress since the last Governing Body meeting in public. The following points were discussed:</p> <ul style="list-style-type: none">- Cultural Competency Framework was being developed – setting out principles to ensure commissioned services met cultural competency criteria to support delivery of services for the range of communities in the area;- In October 2018, the NHS England Chief Executive, confirmed that NHS England would be investing £50m to fund long term screening and health support for those affected by the Grenfell tower fire for five years from April 2019;

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	<ul style="list-style-type: none"> - In response to HM Senior Coroner's comments about potential effects of smoke and dust inhalation, West London CCG would commission health checks to support individuals concerned about their present health; - Engagement with the community to support development of the Health Recovery Plan, including residents' associations, online surveys, and commissioning voluntary and community groups to undertake engagement on behalf of the CCG; - The role of statutory bodies in being responsible for staff welfare; - The CCG had received funding for 2018/19 from NHS England. <p>The Governing Body noted the update on the health response from West London Clinical Commissioning Group working with the Royal Borough of Kensington and Chelsea and the NHS, third sector and other partners in the community.</p>
4.3	<p><u>CWHHE Safeguarding Annual Report 2017-18</u></p> <p>The Chief Nurse and Director of Quality presented the report, which summarised safeguarding activities across NHS commissioned services and in the CCG during 2017–18</p> <p>The Governing Body discussed the following:</p> <ul style="list-style-type: none"> - West London CCG was meeting its statutory requirements; - Workshop Raising Awareness of Prevent (WRAP) training undertaken by CCG staff was currently not recorded the electronic staff records; during 2018-19 the Safeguarding Team would seek to ensure it was recorded and reported consistently; - Nursing/ residential/ care homes and quality of care – Adult Social Care services were working with homes to improve safeguarding. <p>The Governing Body noted and approved the report, based on the endorsement from the NW London Quality and Performance Committee where it was presented on 18 October 2018.</p>
4.4	<p><u>Harmonised constitutions update</u></p> <p>The Director of Compliance presented the update, which outlined progress in aligning constitutions across the eight North West London CCGs.</p> <p>The following points were discussed:</p> <ul style="list-style-type: none"> - All eight CCGs in North West London had approved the proposed amendments; - The amendments related solely to joint working; - Response from NHS England expected by 30 November; - North West London Joint Committee would move out of shadow form, and into decision-making mode once NHS England had confirmed its approval; - A single financial control total for North West London was now in place, and North West London would be held to account for its shared delivery. <p>The Governing Body noted the process for NHS England's approval of the revised constitution, following the recent members' vote.</p>
4.5	<p><u>Health and Care Partnership governance refresh – next steps</u></p> <p>The Accountable Officer presented the paper, which outlined progress in refreshing the North West London's Health & Care Partnership governance.</p>

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	<p>The Governing Body discussed the following:</p> <ul style="list-style-type: none">- Clarifying the partnership's goals and demonstrating how these enable organisations to work as an integrated care system to support residents to live well and access the health and care support and expertise they need;- Communication – making the partnership, and its aims, more meaningful and understandable for residents, and prioritising the areas most important to them;- Demonstrating how the partnership is working to deliver key national health and care strategies and priorities;- Accountability for delivery, when organisations remain separate statutory bodies;- Linking with the CCG's Transformation Board. <p>The Governing Body discussed the report, and recommended next steps.</p>
5	Assurance and finance reports
5.1	<p><u>Transformation Board</u></p> <p>The chair of the Transformation board presented the report, which highlighted recent progress in the CCG's programmes:</p> <ul style="list-style-type: none">- Approved adoption of the Bowel Cancer Screening Reminder Service provided by the NHS Cancer Vanguard;- Assurance about plans in West London CCG for ambulatory care, step-down beds, and pathways for continuing healthcare;- Approved the proposal to extend the Primary Care Liaison Officer for a further 17 months to support the management of high intensity users of emergency departments and London Ambulance Service; <p>The Head of Corporate Services presented the revised terms of reference. It was noted that the amendments related to including supporting joint working in North West London, and reducing the frequency of meetings.</p> <p>The Governing Body:</p> <ul style="list-style-type: none">- Noted the report;- Approved the terms of reference.
5.2	<p><u>Patient and Public Engagement Committee</u></p> <p>The chair of Patient and Public Engagement Committee and the Clinical Lead for Patient and Public Engagement presented the report, which included a presentation on recent engagement activity in the CCG:</p> <ul style="list-style-type: none">- North Kensington Mindful Youth Event, 22 September;- One Westminster Volunteer Fair, 4 October;- Patient and Public Showcase Event, 10 October;- Open Age Health Day, 17 October;- Healthwatch Urgent Care Centre Engagement, 19 & 26 October;

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<p>- Winter messages and self-care.</p> <p>The Head of Corporate Services presented the revised terms of reference. It was noted that the amendments related to including supporting joint working in North West London, and reducing the frequency of meetings.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> - Noted the report; - Requested feedback from Healthwatch's Urgent Care Centre engagement; - Noted that engagement and communication strategies were developed across North West London, and requested that the terms of reference were amended to reflect this; - Requested that the terms of reference included equalities work. <p style="text-align: right;">Action:</p> <ul style="list-style-type: none"> • To share feedback from Healthwatch's Urgent Care Centre engagement with the Patient & Public Engagement Committee (NH) • To include equalities in the Patient & Public Engagement Committee terms of reference, and amend references to communications/ engagement strategy to being CCG-specific (KD) 	
<p>5.3 <u>Commissioning Learning Sets</u></p> <p>The Clinical Lead for Primary Care presented the report.</p> <p>The Governing Body discussed:</p> <ul style="list-style-type: none"> - Electronic Referral System (e-RS) - August data was shared with practices; - Two week wait referrals; - Mental Health Whole Systems Dashboard. <p>The Governing Body noted the report, and the progress made with:</p> <ul style="list-style-type: none"> - Community Cardiology and Respiratory Service; - Mental Health; - Safe Guarding Children; - E-RS update; - Health Visiting; - Kick It Stop Smoking; - Flu 2018/19; - Correspondence Management Audit. 	
<p>5.4 <u>Quality & Performance Committee</u></p> <p>The chair of the Quality & Performance Committee presented the report, which highlighted key areas of progress since the last Governing Body meeting in public.</p> <p>The following points were discussed:</p> <ul style="list-style-type: none"> - Positive performance at Chelsea & Westminster Hospital NHS Foundation Trust in 	

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	<p>A&E, referral to treatment (RTT), 62 Day GP Referral to Treatment Standard Compliance;</p> <ul style="list-style-type: none"> - Pembridge Hospice inpatient unit temporarily suspended admissions, pending appointment of consultant cover; - Imperial College Healthcare NHS Trust: met A&E performance trajectory in month 5 (88.9%) - an improving trajectory towards the overall target of 90%; - Forthcoming palliative care work via Central London CCG. <p>The Head of Corporate Services presented the revised terms of reference. It was noted that the amendments related to including supporting joint working in North West London, and reducing the frequency of meetings.</p> <p>The Governing Body noted the report and ratified the terms of reference.</p>
5.5	<p><u>Finance & Activity Committee</u></p> <p>The Head of Finance presented the report, which outlined the Committee's work since the last Governing Body meeting:</p> <ul style="list-style-type: none"> - Month 6 finance report indicated a year to date break even position, with a break even position projected for the full year; - Acute overspend in North West London - largely in outpatient and ambulatory care services, which was being reviewed and would result contract challenges; - £2m loan to Hammersmith & Fulham CCG would be transacted in month 7; and reflected both CCGs' positions in month 6. <p>The Head of Corporate Services presented the revised terms of reference. It was noted that the amendments related to including supporting joint working in North West London, and reducing the frequency of meetings.</p> <p>The Governing Body noted the report, and ratified the terms of reference.</p>
5.6	<p><u>Operational Group</u></p> <p>The Managing Director presented the report, which summarised the Operational Group's focus since the last Governing Body meeting in September 2018:</p> <ul style="list-style-type: none"> - Mental Health: discussion regarding Supported Accommodation in both Local Authorities, and Central London CCG's commissioning review; - North Kensington Recovery: the Group supported in principle the proposal to implement enhanced health checks for residents who may be concerned about their physical health, following recent articles in the press relating to toxicity; - Discussed and agreed approach to Governing Body elections; - Outputs from Governing Body development session: discussion of priorities, and steer for next steps, including plans for future sessions, and supporting leadership roles and new ways of working (including Primary Care Networks); - Operational Group terms of reference, and potential to review participation once the new Chair was in post. <p>The Head of Corporate Services presented the revised terms of reference. It was noted that</p>

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	<p>the amendments related to including supporting joint working in North West London, reducing the frequency of meetings, and sessions for strategic, developmental discussions.</p> <p>The Governing Body noted the report, and ratified the terms of reference.</p>
5.7	<p><u>Summary of the 1 November Shadow Joint Committee</u></p> <p>The Director of Compliance presented the summary, which included:</p> <ul style="list-style-type: none"> - North West London CCGs financial position; - Business planning; - Shaping a Healthier Future Overview and Next Steps; - Health and care partnership/integrated care; - Shadow Quality and Performance Committee update; - Collaboration Development Programme Board update; - Ensuring CCG Governing Body members were involved in preparatory discussions; - Questions from the public. <p>The Governing Body noted the summary of the meeting in advance of the distribution of a full set of minutes.</p>
5.8	<p><u>2018/19 NWL CCGs Finance report Month 6 (including financial recovery plan update)</u></p> <p>The Chief Financial Officer presented the report, which summarised North West London CCGs' financial position at month 6, as reported to NHS England:</p> <ul style="list-style-type: none"> - All CCGs forecast to achieve planned position with the exception of Harrow (forecast a deficit £7.7m) - Harrow CCG reported year to date variance of £4.5m, driven by overspend on acute contracts (particularly out of sector) and Mental health placements. <p>The Governing Body reviewed and noted the report.</p>
5.9	<p><u>Risk register</u></p> <p>The Head of Corporate Services presented the CCG's risk register, which highlighted the key risks across the CCG's programmes.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> - Reviewed the register, and gave feedback; - Noted that the Board Assurance Framework for North West London CCGs would be available for review by the Governing Body, with the corporate risk register, in January 2019.
6	Operational objectives
6.1	<p><u>CCG delegation of commissioning function for a new model for management of Excess Treatment Costs</u></p> <p>The Chief Financial Officer presented the paper, which proposed that West London CCG was the lead CCG in North West London for commissioning function for a new model for management of Excess Treatment Costs.</p>

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	The Governing Body approved the proposal.
7	Questions from the public
	There were no questions.
8	Minutes of Committees of the Governing Body
8.1	<u>Shadow Joint Committee meeting, 6 September 2018</u>
	The Governing Body noted the minutes.
8.2	<u>Minutes from Quality and Performance Committee, 26 April 2018</u>
	The Governing Body noted the minutes.
8.3	<u>Minutes from Audit Committees, 5 July 2018</u>
	The Governing Body noted the minutes.
9	Any other business
10	Date of next meeting in public of the Governing Body
	22 January 2019
11	Future meetings in public
	26 March 2019