

# Governing Body meeting in public

Tuesday, 20 March 2018, 2.20-4.55pm

Conference Room, The Museum of Brands, 111-117, Lancaster Road, London, [W11 1QT](#)

## Minutes

### Present

Name	Role/ organisation	Initials
Dr Fiona Butler	GP member, Chair	FB
Dr Oisín Brannick	GP member, clinical lead, North Kensington Recovery	OB
Dylan Champion	Local Authority representative	DC
Dr Rachael Garner	GP member, Vice Chair (job share), chair of Commissioning Learning Sets and chair of the Quality & Performance Committee	RG
Dr Jane Hawdon	Secondary Care Consultant	JH
Dr Richard Hooker	GP member, Clinical Lead for Integrated Care (older adults)	RH
Dr Naomi Katz	GP member, Vice Chair (job share)	NK
Mary Mullix	Director of Nursing, Quality & Patient Safety	MM
Clare Parker	Chief Officer	CP
Louise Proctor	Managing Director	LP
Dr Puvana Rajakulendran	GP member	PR
Karen Rydings	Practice Manager representative	KR
Dr Imran Sajid	GP member	IS
Victoria Stark	Lay member, chair of Primary Care Commissioning Committee and the Patient & Public Engagement Committee	VS
Dr Andrew Steeden	GP member, Vice Chair	AS
Philip Young	Lay member	PY

### In attendance

Name	Role/ organisation	Initials
Kerry Doyle	Head of Corporate Services (minutes)	KD
Mona Hayat	North Kensington Recovery Director	MH
Simon Hope	Deputy Managing Director	SH
John Leslie	Deputy Chief Financial Officer	JLe
Jayne Liddle	Associate Director, Whole Systems	JLi
David Matthews	QIPP Delivery Consultant	DM
Will Reynolds	Whole Systems Programme Manager	WR
Michael Roach	Assistant Director for Quality Improvement	MR
Bill Sturman	Director of Informatics	BS

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## Apologies

Name	Role/ organisation	Initials
Dr Eva Hrobonova	Public Health representative	EH
Sonia Richardson	Patient representative	SR

Item	Action
<b>1</b>	<b>Introduction</b>
1.1	<u>Welcome and apologies</u> The Chair welcomed members and attendees to the meeting. The apologies were noted as above.
1.2	<u>Declarations of Interest</u> There were no further declarations of interest.
<b>2</b>	<b>Minutes of the previous meeting</b>
2.1	<u>Minutes of the meeting held on 16 January 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> There were no matters arising.
<b>3</b>	<b>Reports from the Chair and the Chief Officer</b>
3.1	<u>Chair</u> The Chair presented a verbal report on recent developments in the CCG: <u>Member engagement</u> <ul style="list-style-type: none"><li>- The CCG's annual Joint Commissioning Learning Sets meeting took place in February;</li><li>- Topics included initial findings from the independent evaluation of My Care My Way, and development of Integrated Care and Primary Care Homes;</li><li>- CCG members thanked Dr Garner for her leadership of the Commissioning Learning Sets.</li></ul> <u>Mental health</u> <ul style="list-style-type: none"><li>- Community Living Well website had been launched: <a href="https://communitylivingwell.co.uk/">https://communitylivingwell.co.uk/</a></li></ul> <u>Governing Body roles</u> <ul style="list-style-type: none"><li>- Dr Steeden would be acting Chair between 1 May – 31 October 2018;</li><li>- Dr Mackney had stood down from the Governing Body, an election would be held later in the year, the Governing Body thanked him for his contribution to the CCG;</li></ul>

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Item	Action
<ul style="list-style-type: none"><li>- The Chair thanked the outgoing Local Authority and Public Health representatives, Dylan Champion and Dr Eva Hrobonova, for their contribution to the CCG.</li></ul> <p>The Governing Body noted the report.</p>	
<p>3.2 <u>Chief Officer</u></p> <p>The Chief Officer presented the report, which outlined progress in North West London CCGs since the last Governing Body meeting.</p> <p>The following areas were discussed:</p> <p><u>Sustainability &amp; Transformation Plan Delivery Area 3: Intermediate Care and Rapid Response</u></p> <ul style="list-style-type: none"><li>- Increased referrals from London Ambulance Service (LAS) to Rapid Response teams across North West London achieved following re-launch of the LAS admission avoidance pathway;</li><li>- A workshop was held on 19 February 2018 with community providers and commissioners to develop catheter care pathway to reduce unnecessary conveyances to A&amp;E.</li></ul> <p><u>Sustainability &amp; Transformation Plan Delivery Area 3: Improving Care for Older People/ Home First</u></p> <ul style="list-style-type: none"><li>- Roll-out of the Home First discharge pathway continued across North West London, with the participating sites at varying stages of implementation;</li><li>- Over 1,300 North West London patients discharged on the pathway at 19 February 2018;</li><li>- Alignment with West London CCG's Integrated Care Strategy was important.</li></ul> <p><u>Winter pressures</u></p> <ul style="list-style-type: none"><li>- Through a challenging winter, A&amp;E performance improved 3% on the previous year, with Chelsea &amp; Westminster Hospital NHS Foundation Trust performing in the top ten nationally.</li></ul> <p>The Governing Body noted the report, and thanked the Chief Officer for her leadership in the role.</p>	
<p><b>4</b> <b>Achieving strategic objectives</b></p>	
<p>4.1 <u>Integrated Care Strategy: update</u></p> <p>The Clinical Lead for Integrated Care (older adults) and the Associate Director, Whole Systems, presented the report, which outlined progress in developing the CCG's Integrated Care.</p> <p>The following points were discussed:</p> <p><u>Strategic direction</u></p> <ul style="list-style-type: none"><li>- Developing new ways of working and transition into a partial multi-speciality community provider in 2019/20;</li><li>- The agreement in place during 2018/19 would become a more formal arrangement with a single formal alliance contract, pooled budgets and additional services;</li><li>- Multi-speciality community provider from 2020/21, with capitated budget and contract awarded to an alliance arrangement or lead provider arrangement.</li></ul>	

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<p><u>Primary Care Homes</u></p> <ul style="list-style-type: none"><li>- In the CCG's role as system integrators it would support mobilisation of Primary Care Homes, with pilots launching in 2018.</li><li>- Work underway with practices on population needs for each Primary Care Home; the team confirmed it was committed to supporting each practice to develop a practice resilience plan;</li><li>- Early adopter Primary Care Home sites would help to refine the Integrated Care Team model of care in order to offer better care to patients;</li><li>- Developing Primary Care Homes: practices were asked to sign up to the Alliance agreement separately, with the assumption that practices would form Primary Care Home.</li></ul> <p><u>Learning from Whole Systems</u></p> <ul style="list-style-type: none"><li>- Learning and insight from the CCG's two Whole Systems programmes included in the development of the Integrated Care Team;</li><li>- The learning included independent qualitative/ quantitative evaluation of My Care My Way, My Care My Way rapid learning development, and Integrated Care Team co-design;</li><li>- Integrated Care Team co-design involved health and care commissioners, patients, health and care providers and other partners;</li><li>- The North Kensington Recovery team was developed using Community Living Well and My Care Way principles, and was being rolled out at the time.</li></ul> <p><u>Alliance agreement</u></p> <ul style="list-style-type: none"><li>- Testing new ways of working and embed behaviours ahead of the single contract being introduced in 2020/21 (via a Multi-speciality Community Provider);</li><li>- Focus on a single set of outcomes, managed and delivered via a single Outcome Framework;</li><li>- Defining commissioner and provider relationships, recognising change in commissioners' role to drive integration via transactional and transformational processes;</li><li>- Alliance Leadership Group: strategic leadership group, focussing on the Integrated Care Strategy's three deliverables:<ol style="list-style-type: none"><li>1) Integrated Community Team rolling out from April 2018;</li><li>2) Primary Care Homes rolled out by end of 2018/19;</li><li>3) Launch of multi-speciality community provider in 2019/20.</li></ol></li></ul> <p>New ways of working and commissioning were discussed, and it was confirmed that the team had sought legal advice about procurement.</p> <p>The Local Authorities' commitment to integrated working was welcomed.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"><li>- Noted progress with the development of the Older Adults Integrated Community Team.</li><li>- Approved the Integrated Care Team Alliance Agreement and the establishment of a single</li></ul>	

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	<p>management and governance structure for 2018/19;</p> <ul style="list-style-type: none"> <li>- Noted the North Kensington Recovery Model of Care;</li> <li>- Noted timescales around Multispecialty Community-based Provider programme and commencement of market engagement).</li> </ul>
<p>4.2</p>	<p><u>West London CCG objectives: quarter 3, 2017/18</u></p> <p>The QIPP Delivery Consultant presented the report.</p> <p>The following achievements in quarter three were discussed:</p> <p><u>Sustainability &amp; Transformation Plan Delivery Area 2: Eliminating unwarranted variation and improving long term condition management</u></p> <ul style="list-style-type: none"> <li>- Out of Hospital pathways delivered through the GP Federation on plan for the first three quarters;</li> <li>- Commissioners and providers have provided enhanced support to the North Kensington Recovery programme.</li> </ul> <p><u>Sustainability &amp; Transformation Plan Delivery Area 3: Achieving better outcomes and experiences for older people</u></p> <ul style="list-style-type: none"> <li>- Wave 3 roll out of My Care My Way commenced.</li> </ul> <p><u>Sustainability &amp; Transformation Plan Delivery Area 4: Improving outcomes for children and adults with mental health needs</u></p> <ul style="list-style-type: none"> <li>- Community Living Well progressing well, with a new Alliance Partnership Agreement signed in quarter 3;</li> <li>- Expanding Community Living Well to wider patient groups was considered.</li> </ul> <p><u>Enablers</u></p> <ul style="list-style-type: none"> <li>- Financial plan was on track;</li> <li>- Work underway with management team to support organisational development;</li> <li>- QIPP delivery was behind plan, with improvement expected in quarter four, as implementation of schemes took effect;</li> <li>- The importance of supporting patient and public engagement was noted.</li> </ul> <p>Winter pressures and A&amp;E performance were discussed, and the Governing Body noted that the Senior Management Team had discussed A&amp;E data, which Commissioning Learning Sets had recently audited.</p> <p>The Governing Body noted the report, and gave feedback.</p>
<p>4.3</p>	<p><u>North Kensington Recovery update</u></p> <p>The Clinical Lead for North Kensington Recovery and the North Kensington Recovery Director presented the report, which outlined delivery and activity of on-going clinical and non-clinical support to the North Kensington community following the Grenfell Tower fire in June 2017.</p>

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<p>The following areas were discussed:</p> <ul style="list-style-type: none"> <li>- New integrated model of care developed and test with patients and the community, and would be offered in the practices most affected by the fire;</li> <li>- Survivors and bereaved families were being supported to say 'goodbye' to their former homes;</li> <li>- Central &amp; North West London NHS Foundation Trust was contacting residents who declined screening and/or treatment when first approached;</li> <li>- The Child and Adolescent Mental Health (CAMHS) team was working with schools to pilot an approach to school-based screening for signs and symptoms of distress or trauma;</li> <li>- Events to mark the first anniversary of the fire were being planned;</li> <li>- Potential overspend in 2018/19.</li> </ul> <p>The Governing Body noted the update on the response of West London Clinical Commissioning Group and the Royal Borough of Kensington and Chelsea working with the NHS, third sector and other relevant partners in the community.</p>	
<p>4.4 <u>Financial Planning update</u></p> <p>The Deputy Chief Financial Officer presented the report, which gave an update on the current position of financial planning for 2018/19 across North West London CCGs.</p> <p>The following areas were discussed:</p> <ul style="list-style-type: none"> <li>- Small surplus was expected for West London CCG, putting it in a better position than neighbouring CCGs;</li> <li>- North West London risk share was expected to follow the same principles as the CWHHE risk share agreement;</li> <li>- Potential impact of GP at Hand on neighbouring CCGs and funding allocations.</li> </ul> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Approved the initial high level budget for 2018/19 in pursuit of delivery of our objectives, based on the draft submission to NHS England;</li> <li>- Noted that the detailed budget, following conclusion of the contracting round and consideration of financial risk management arrangements, would be brought back to the Governing Body meeting in May;</li> <li>- Noted that, until the final budgets were agreed, no new investments would be made other than those decreed by the Accountable Officer to be 'invest to save' investments.</li> </ul>	
<p>4.5 <u>Healthy London Partnership planning 2018/19</u></p> <p>The Chief Officer presented the report.</p> <p>The Governing Body was advised that the partnership had been set up to support pan-London health programmes, as outlined in the NHS Five Year Forward View.</p> <p>It was noted that, following the recent planning round, the programme funding envelope from CCGs and NHS England (London) was proposed at £9,244k for 2018/19, which presented a reduced CCG contribution (45%) to support transformation locally, either at a CCG or a Sustainability &amp; Transformation Plan footprint.</p>	

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<p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Noted the planning process that has taken place to establish the funding envelope for Healthy London Partnership in 2018/19;</li> <li>- Approved the recommended 2018/19 Healthy London Partnership portfolio envelope of £9,244k;</li> <li>- Noted the proposed changes to the Healthy London Partnership operating model and approved the proposed pan-London transformation governance arrangements.</li> </ul>	
<p>4.6 <u>Progress Update on the Collaboration Development Programme and on the emerging Shadow Joint Committee</u></p> <p>The Chief Officer presented the report, which described how joint working was progressing in North West London.</p> <p>The following areas were considered:</p> <ul style="list-style-type: none"> <li>- Establishing the Shadow Joint Committee and the Collaboration Development Programme Board;</li> <li>- Roles spanning across North West London CCGs were being recruited to.</li> </ul> <p>The Governing Body noted the report, and discussed how it could steer and lead change.</p>	
<p>4.7 <u>North West London CCGs business planning 2018/19</u></p> <p>The Chief Officer presented the report.</p> <p>The Governing Body was advised that business planning comprised a range of components, and aimed to support the implementation of the North West London Strategy and Transformation Plan (STP) through contracting and financial planning processes, including:</p> <ul style="list-style-type: none"> <li>- Financial planning by CCGs and with providers;</li> <li>- Updates for the second year of the 2017 to 2019 contracts;</li> <li>- Quality, Innovation, Productivity and Prevention plans at a North West London and CCG level;</li> <li>- Business Plans showing activities across North West London and CCG teams;</li> <li>- Operating Plans reconciling finance and activity plans across CCGs and providers, and reconciled with providers.</li> </ul> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Noted the update;</li> <li>- Delegated approval of the final Operating Plan submission to NHS England by 20 April 2018 to the Accountable Officers;</li> <li>- Noted the impact on timing, including aligning with finalising CCG budgets.</li> </ul>	
<p><b>5 Assurance and finance reports</b></p>	
<p>5.1 <u>Transformation Board</u></p> <p>The joint chair of the Transformation Board outlined key achievements since the last meeting of the Governing Body:</p>	

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<p><u>Primary Care Homes</u></p> <ul style="list-style-type: none"><li>- 79% of member practices expressed an interest in the programme;</li><li>- Since the expressions of interest were received, NHS England guidance setting out the requirements for adjacency had been published;</li><li>- Aligning to North and South supported the CCG's strategic direction;</li><li>- Member engagement events planned for April 2018.</li></ul> <p><u>Integrated Care</u></p> <ul style="list-style-type: none"><li>- Integrated Care Alliance Agreement, and final version of single management and governance structure for 2018/19 approved;</li><li>- Integrated Care Team System Manager job description and employment route approved;</li><li>- Clinical model of three service specifications (Integrated Care Team Community Nursing; GP My Care My Way; Integrated Care Team Geriatrician) approved.</li></ul> <p>The Governing Body noted the report.</p>	
<p>5.2 <u>Patient and Public Engagement</u></p> <p>The chair of the Patient and Public Engagement Committee presented the report.</p> <p>The following areas were discussed:</p> <p><u>Patient Reference Group meeting, 13 March</u></p> <p>Topics included:</p> <ul style="list-style-type: none"><li>- Introduction to the North Kensington Recovery model of care;</li><li>- Overview of QIPP schemes in North West London;</li><li>- Patient transport;</li><li>- Translation services.</li></ul> <p><u>Community Champions meeting, 14 March</u></p> <ul style="list-style-type: none"><li>- Opportunity for both projects and CCGs to update on their work and discuss future working;</li><li>- Training session for Community Champions on the Spring/Summer Mental Health campaign.</li></ul> <p>The Governing Body noted the report, and thanked the team for their work.</p>	
<p>5.3 <u>Commissioning Learning Sets</u></p> <p>The chair of the Commissioning Learning Sets (CLS) presented the report.</p> <p>The following work with member practices was discussed:</p> <p><u>Joint Commissioning Learning Sets meeting, 6 February 2018</u></p> <ul style="list-style-type: none"><li>- Review of 2017/18 where the CLS achievements for 2017/18 were celebrated, including West</li></ul>	



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	<p>London CCG being amongst 15 CCGs mentioned in a Health Service Journal article who had achieved a sustained reduction in non-elective admissions over a two-year period;</p> <ul style="list-style-type: none"> <li>- CLS plan 2017/18: practices were shown their individual practice performance against the non-elective admissions target and referral standardisation scheme target;</li> <li>- The prescribing incentive scheme element of the CLS plan was also discussed and the achievements of the scheme were celebrated.</li> </ul> <p>The Governing Body noted the report, and thanked Dr Garner for her leadership.</p>
5.4	<p><u>Quality &amp; Performance Committee</u></p> <p>The chair of the Quality &amp; Performance Committee presented the report.</p> <p>The following areas were discussed:</p> <ul style="list-style-type: none"> <li>- The CCG was contributing to the development of Chelsea &amp; Westminster Hospital NHS Foundation Trust's Quality Account;</li> <li>- The Committee reviewed and discussed the Integrated Care Team draft outcomes;</li> <li>- Chelsea &amp; Westminster Hospital NHS Foundation Trust: reduction in falls; strong performance in A&amp;E; NHS Improvement Resource Assessment completed, receiving a score of 1 (good);</li> <li>- NHS 111 media incident: independent investigation has been completed; the report will be presented at the Committee's next meeting.</li> </ul> <p>The Governing Body noted the report.</p>
5.5	<p><u>Finance &amp; Activity Committee</u></p> <p>The Deputy Chief Financial Officer presented the report.</p> <p>The Governing Body was advised that the CCG was on track to break even at financial year-end, and that despite the overspend in the acute position, the risk adjusted forecast position had improved as result of the confirmation of North Kensington funding and underspends in other areas.</p> <p>The Committee's decisions about business cases were noted.</p> <p>The Governing Body noted the report.</p>
5.6	<p><u>Operational Group</u></p> <p>The Head of Corporate Services presented the report, which highlighted the Group's recent focus:</p> <ul style="list-style-type: none"> <li>- Reviewing and giving input to the proposed model of care for North Kensington Recovery;</li> <li>- Supporting the development of the CCG's approach to Primary Care Homes;</li> <li>- Developing access to Primary Care, and discussing the outcomes of the extended hours review;</li> <li>- Supporting joint working with partner organisations, including working with the GP Federation on the Integrated Care Strategy and Primary Care Homes.</li> </ul> <p>The Governing Body noted the report.</p>
5.7	<p><u>Strategy &amp; Transformation finance report month 10</u></p>

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Item	Action
<p>5.8 <u>Board Assurance Framework</u></p> <p>The Director of Compliance presented the final version of the 2017/18 framework.</p> <p>It was noted that the red-rated risk would be carried over into the following year, when a North West London framework would be developed.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Discussed the CWHHE Board Assurance Framework v4.9; and</li> <li>- Provided comments regarding further assurances or clarification needed, also on how this information is best presented to enable effective discussion and assurance at Governing Body meetings.</li> </ul>	
<p><b>6 Operational objectives</b></p>	
<p>6.1 <u>EU General Data Protection Regulation (GDPR) Compliance</u></p> <p>The Director of Informatics presented the report, which outlined the work underway in North West London CCGs to achieve compliance:</p> <ol style="list-style-type: none"> <li>1) Setting up of an Information Governance Committee, which would be the place where detailed compliance matters were reviewed and action plans monitored;</li> <li>2) Appointment of a Data Protection Officer. In the interim the BHH IG Manager was supporting Data Protection Officer activities;</li> <li>3) Ensure North West London Information Sharing Agreements are GDPR compliant;</li> <li>4) Educate and train GPs in the implications of GDPR including new 'Fair Processing Notices';</li> <li>5) Information security review in relation to the security of personal data and the security of information processing;</li> <li>6) Contracts review (clauses around data controllers/processors/sub-processors need to be transparent and compliant);</li> <li>7) Ensure internal departments holding personal data were compliant, including documenting the purposes of holding data, records of processing activities and breach reporting.</li> </ol> <p>The Governing Body was advised that the initial training had focussed on primary care, and more training for CCG staff would follow.</p> <p>The Governing Body sought assurance that any information sharing agreements would be developed and signed within the required timeframe. It was confirmed that patient safety had been taken into account when reviewing any proposal.</p> <p>It was noted that further work would be undertaken to ensure that the Committee fit in to the North West London decision-making structure.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Noted the progress already made on ensuring North West London compliance with GDPR which would come into effect on 25 May 2018, and the further plans to achieve compliance.</li> <li>- Approved the appointment of a 'Data Protection Officer' (a statutory requirement); and</li> <li>- Approved the North West London CCGs Information Governance Committee as the</li> </ul>	

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<p>governance vehicle to assure and achieve GDPR compliance;</p> <ul style="list-style-type: none"> <li>- Noted that, in the interim, the BHH Information Governance Manager was supporting data protection officer duties.</li> </ul>	
<p><b>7</b>      <b>Questions from the public</b></p>	
<p>There were no questions.</p>	
<p><b>8</b>      <b>Minutes of Committees of the Governing Body</b></p>	
<p>8.1      <u>Audit Committee, 19 October 2017</u> The Governing Body noted the minutes.</p>	
<p>8.2      <u>CWHHE Investment Committee, 26 October 2017</u> The Governing Body noted the minutes.</p>	
<p>8.3      <u>Health &amp; Wellbeing Boards</u> Royal Borough of Kensington &amp; Chelsea, <a href="#">14 March 2018</a> (papers) Westminster City Council, <a href="#">18 January 2018</a> (draft minutes) The Governing Body noted the minutes.</p>	
<p><b>9</b>      <b>Any other business</b></p>	
<p>There was no other business.</p>	
<p><b>10</b>     <b>Date of next meeting in public of the Governing Body</b></p>	
<p>15 May 2018</p>	
<p><b>12</b>     <b>Future meetings in public</b></p>	
<p>3 July 2018                      6 November 2018                      19 March 2019 11 September 2018              22 January 2019</p>	