

# Governing Body meeting in public

Tuesday, 17 July 2018, 2.30-4.45pm

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

## Minutes **V0.2**

### Present

Name	Role/ organisation	Initials
Dr Andrew Steeden	GP member, acting Chair	AS
Simon Tucker	Lay member, deputy Chair	ST
Senel Arkut	Local Authority representative	SA
Dr OisIn Brannick	GP member, Clinical Lead for North Kensington Recovery, and Clinical Lead for Patient & Public Engagement	OB
Mark Easton	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, chair of Quality & Performance Committee	RG
Dr Jane Hawdon	Secondary Care Consultant	JH
Diane Jones	Chief Nurse, Director of Quality & Safety	DJ
Dr Naomi Katz	GP member, Vice Chair, Clinical Lead for Primary Care	NK
Louise Proctor	Managing Director	LP
Karen Rydings	Practice Manager representative	KR

### In attendance

Name	Role/ organisation	Initials
Simon Carney	Head of Governance, NWL CCGs	SC
Kerry Doyle	Head of Corporate Services (minutes)	KD
Neil Hales	Associate Director of Commissioning for Planned & Unplanned Care	NH
Simon Hope	Deputy Managing Director	SH
Alison Kirk	Head of North Kensington Recovery	AK
Jayne Liddle	Associate Director, My Care My Way	JL

### Apologies

Name	Role/ organisation	Initials
Anna Cox	Public Health representative	AC
Dr Richard Hooker	GP member	RH
Dr Puvana Rajakulendran	GP member	PR
Sonia Richardson	Patient representative	SR

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Victoria Stark	Lay member	VS
Ben Westmancott	Director of Compliance	BW
Philip Young	Lay member	PY

Item	Action
<b>1</b>	<b>Introduction</b>
1.1	<u>Welcome and apologies</u> The acting Chair welcomed members, attendees, and members of the public to the meeting. The Chief Officer and Chief Nurse and Director of Quality & Safety were welcomed to the first meeting of the Governing Body. 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 15 May 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 acting Chair gave a verbal report on recent developments in the CCG: <u>Merger proposal</u> <ul style="list-style-type: none"><li>- The CCG received a merger proposal from two practices: Bayswater Medical Centre and Grand Union Health Centre; the Primary Care Commissioning Committee had approved in principle, subject to the outcome of the engagement the practice was leading;</li><li>- A formal decision regarding the proposal will be taken at a Primary Care Commissioning Committee meeting in public in August.</li></ul> <u>North Kensington recovery</u> <ul style="list-style-type: none"><li>- Since the last meeting, the one-year anniversary of the fire had commemorated;</li><li>- CCG staff were working with colleagues across organisations to support the community.</li></ul>

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Clinical Commissioning Group

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<p><u>NHS 70<sup>th</sup> anniversary</u></p> <ul style="list-style-type: none"><li>- Organisations had been celebrating the 70<sup>th</sup> anniversary of the NHS, and colleagues from West London were at Westminster Abbey for a service on 5 July</li></ul> <p><u>Integrated Assessment Framework</u></p> <ul style="list-style-type: none"><li>- The overall assessment rating was based on a mix of the finance and quality of leadership CCG ratings, and an algorithm including 48 indicators; West London CCG's provisional rating was green in both finance and leadership, giving an overall rating of 'good';</li><li>- The acting Chair thanked the Governing Body and the CCG team for their work.</li></ul> <p><u>Member engagement</u></p> <p>Since the last meeting in public, the CCG had held a members' plenary meeting. Topics included in depth discussions on:</p> <ul style="list-style-type: none"><li>- GDPR implications for practices;</li><li>- Integrated Care Team;</li><li>- Memory Assessment Service;</li><li>- e-Referrals.</li></ul> <p>And updates on:</p> <ul style="list-style-type: none"><li>- Joint working in North West London;</li><li>- North West London Outpatients Programme;</li><li>- North Kensington Recovery.</li></ul> <p>The Governing Body noted the report.</p>	
3.2	<p><u>Chief Officer</u></p> <p>The Chief Officer presented the report, which summarised key areas of business led by the Chief Officer in the North West London CCG Collaboration.</p> <p>The following areas were discussed:</p> <p><u>Senior appointments in North West London</u></p> <ul style="list-style-type: none"><li>- Diane Jones was appointed Chief Nurse and Director of Quality &amp; Safety; Diane had been the Director of Quality &amp; Safety for the BHH CCGs since March 2017.</li></ul> <p><u>Communications</u></p> <ul style="list-style-type: none"><li>- A fortnightly Chief Officer newsletter for staff had been developed.</li></ul> <p>The Governing Body noted the report.</p>
4	<p><b>Achieving strategic objectives</b></p>

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4.1	<p data-bbox="276 371 1417 432"><u>Developing the alliance and commissioning and Multi-speciality Community Provider in West London</u></p> <p data-bbox="276 443 1417 477">The lay member/ Deputy Chair chaired the discussion for this item.</p> <p data-bbox="276 488 1417 584">The acting Chair and the Associate Director, My Care My Way presented the paper, which outlined recent development in the programme, including the proposed approach to commissioning, and plans for the next stage of work.</p> <p data-bbox="276 595 1417 629">The following areas were discussed:</p> <p data-bbox="276 640 1417 674"><u>Case for change</u></p> <ul data-bbox="331 685 1417 987" style="list-style-type: none"><li>- Current services do support good outcomes, including higher average life expectancy than the London/ England averages;</li><li>- Improvements needed to address health inequalities and quality of life indicators, which can only be done via integrated working across multiple organisations/ services;</li><li>- Future financial sustainability: by 2020/21, the CCG would see a reduction equivalent to £15m (approx.) purchasing power per year;</li><li>- The CCG needed to continue to explore ways to achieve significant financial efficiencies through how care was commissioned and delivered.</li></ul> <p data-bbox="276 1043 1417 1077"><u>Approach</u></p> <ul data-bbox="331 1088 1417 1346" style="list-style-type: none"><li>- Legal advice had been sought in developing the approach;</li><li>- Providers' readiness and capacity to work in new ways considered;</li><li>- Phased launch considered;</li><li>- Significant management capacity needed to progress the commissioning of integrated care;</li><li>- Alliance agreement in place with providers and commissioners;</li></ul> <p data-bbox="276 1402 1417 1435"><u>Timeline</u></p> <ul data-bbox="331 1447 1417 1603" style="list-style-type: none"><li>- Revised, with October 2021 identified as realistic target date;</li><li>- Time needed for primary care networks to develop delivery and leadership capabilities;</li><li>- Revised time would allow for North West London approach to integrated care to be developed, and to design and execute a complex commissioning processes;</li></ul> <p data-bbox="276 1671 1417 1704">The Governing Body:</p> <ul data-bbox="331 1715 1417 2002" style="list-style-type: none"><li>- Approved the proposed outline commissioning timeline from 2018/19 to 2021/22;</li><li>- Approved the approach to developing the alliance;</li><li>- Considered and endorsed the approach to commissioning a Multi-speciality Community Provider as the initial working hypothesis from which more detailed Multi-speciality Community Provider design would be undertaken during July to September ahead of further discussion and decision making by the Governing Body;</li><li>- Noted that the Transformation Board approved the Multi-speciality Community Provider definition framework as a supplement to the CCG's integrated care strategy, which was</li></ul>

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	<p>approved by the Governing Body in November 2017;</p> <ul style="list-style-type: none"> <li>- Noted the work to date on provider development; and</li> <li>- Noted the programme risk register;</li> <li>- Noted that the timelines had moved to implementation in 2021/22.</li> </ul>
4.2	<p><u>North Kensington Recovery – progress report</u></p> <p>The Clinical Lead for North Kensington Recovery presented the report, which described progress since the Governing Body last met in May 2018.</p> <p>The following points were discussed:</p> <ul style="list-style-type: none"> <li>- Around the time of the first anniversary, a number of events and activities took place across North Kensington;</li> <li>- On 14 June, 120 NHS staff were supporting the community and the large number of people who came to North Kensington to pay their respects;</li> <li>- Colleagues from the NHS were invited by Grenfell United to attend the commemoration service, and lay a wreath in remembrance of those who died, and take part in a 72 second silence;</li> <li>- Staff also came together at Marylebone Road with colleagues from across North West London CCGs joining West London CCG colleagues to reflect on the last 12 months and to take part in the 72 second silence.</li> </ul> <p>The Governing Body noted the update on the health response from West London Clinical Commissioning Group (WLCCG) working with the Royal Borough of Kensington &amp; Chelsea working and the NHS, third sector and other partners in the community.</p>
4.3	<p><u>Strategic Objectives and Board Assurance Framework - 2018/19</u></p> <p>The Head of Governance presented the framework, which outlined the key risks to the North West London CCGs' nine areas of focus in 2018/19.</p> <p>The Governing Body discussed the framework, and raised the following points:</p> <ul style="list-style-type: none"> <li>- Quality and patient experience should be more prominent in each entry;</li> <li>- Director and Clinical leads for each entry to be identified;</li> <li>- Risk 1: using IT to support delivery of Primary Care at scale important.</li> </ul> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Noted that it had already agreed the strategic objectives and nine areas of focus;</li> <li>- Reviewed the detail of each Board Assurance Framework entry, and commented on them.</li> </ul>
4.4	<p><u>Progress update on the development of greater collaborative working across the NW London CCGs</u></p> <p>The Chief Officer presented the report, which gave an update on developments in joint working.</p> <p>The Governing Body discussed the following points:</p> <ul style="list-style-type: none"> <li>- Draft terms of reference had been finalised;</li> </ul>

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	<ul style="list-style-type: none"> <li>- Work underway on forward planning;</li> <li>- Terms of reference to be reviewed after six months to ensure they were fit for purpose;</li> <li>- Joint Committee/s should report to Governing Body in the same way existing West London Committees did;</li> <li>- There was an event for Governing Body members across North West London on 2 August;</li> <li>- How to get representation at scale, eg Local Authorities.</li> </ul> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Noted the overall progress in the NW London Collaboration Development Programme;</li> <li>- Noted developments in the governance workstream in relation to:               <ul style="list-style-type: none"> <li>a. Governance products timeline;</li> <li>b. Progress and process for proposed changes to the Governing Body constitution;</li> </ul> </li> <li>- Note that a joint NW London Governing Body seminar is planned for 2 August 2018 to consider the abovementioned governance developments;</li> <li>- Requested that draft minutes from the Joint Committee/s were included in future Governing Body papers.</li> </ul>
4.5	<p><u>Sustainability and Transformation Plan progress report</u></p> <p>The Chief Officer presented the report, which highlighted progress to date in delivering the Sustainability and Transformation Plan.</p> <p>The following areas were considered:</p> <ul style="list-style-type: none"> <li>- Clarification of roles/ responsibilities in providers/ commissioners;</li> <li>- Importance of continuing to report to Governing Bodies.</li> </ul> <p>The Governing Body noted the report.</p>
<b>5</b>	<b>Assurance and finance reports</b>
5.1	<p><u>Transformation Board</u></p> <p>The chair of the Transformation Board presented the report, which described progress since the last Governing Body meeting:</p> <p><u>Urgent Care</u></p> <p>At its July workshop, the Transformation Board discussed:</p> <ul style="list-style-type: none"> <li>- Frequent attenders/ callers pilot;</li> <li>- Clinical assessments;</li> <li>- Ambulatory emergency care;</li> <li>- Pathways to support improved patient experience;</li> </ul>

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	<ul style="list-style-type: none"> <li>- Use of paediatric services;</li> <li>- Increased use of A&amp;E.</li> </ul> <p><u>Multi-specialty Community Provider</u></p> <p>The Transformation Board agreed the definition framework as the basis for taking forward the CCG's integrated care programme from the Integrated Care Teams into a Multi-specialty Community Provider.</p> <p>The Governing Body noted the report.</p>
5.2	<p><u>Patient and Public Engagement Committee</u></p> <p>The Clinical Lead for Patient &amp; Public Engagement presented the report.</p> <p>Recent achievements in engagement were discussed:</p> <p><u>Grenfell Tower Fire Public Inquiry</u></p> <p>The CCG arranged for therapeutic support over the first two weeks of the Grenfell Fire Public Inquiry which involved the pen-portrait commemorations:</p> <ul style="list-style-type: none"> <li>- Breathing Support – two therapists working alongside Hestia and the Outreach Team;</li> <li>- Massage and breathing support;</li> <li>- Grenfell United/Friends and Family Advice Centre – Massage.</li> </ul> <p><u>Patient Reference Group, 12 June 2018</u></p> <p>Basic Foot Care Service was discussed:</p> <ul style="list-style-type: none"> <li>- Engaging with service users to ensure smooth transition through service changes;</li> <li>- Share information with My Care My Way team.</li> </ul> <p>The Governing Body noted the report.</p>
5.3	<p><u>Quality &amp; Performance Committee</u></p> <p>The chair of Quality &amp; Performance Committee presented the report, which outlined the Committee's work since May.</p> <p>The following points were discussed:</p> <ul style="list-style-type: none"> <li>- Chelsea &amp; Westminster Hospital NHS Foundation Trust was the best performing Trust for A&amp;E, with the lowest conversion rate for admittance of all types of A&amp;E attendances;</li> <li>- At Chelsea &amp; Westminster Hospital NHS Foundation Trust, the Care Quality Commission reported outstanding practice in services including End of Life, Children and Young People services and Urgent and Emergency care;</li> <li>- A review of local expenditure rates compared with other CCGs in North West London confirmed that West London CCG has relatively low acute expenditure in comparison;</li> <li>- The Annual Report on Healthcare Associated Infection 2017/18 showed that there was no sub-optimal management found in Primary Care; and 2018/19 C difficile thresholds</li> </ul>

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	<p>reduced by one case at each Trust in North West London.</p> <p>Supporting the oversight of quality and performance in Primary Care was discussed.</p> <p>The Governing Body noted the report.</p>
5.4	<p><u>Finance &amp; Activity Committee</u></p> <p>The Chief Financial Officer presented the report, and the Governing Body discussed the following:</p> <ul style="list-style-type: none"> <li>- North West London QIPP group in place;</li> <li>- £438k QIPP gap – required additional schemes to be developed, and robust contract management. A West London CCG QIPP Delivery Group had been established, and would report to the Finance &amp; Activity Committee;</li> <li>- Clinical leadership for QIPP programmes;</li> <li>- QIPP would be discussed at future Governing Body development sessions;</li> <li>- Business cases approved by the Committee were noted;</li> <li>- Spend on contractors across North West London to be reviewed.</li> </ul> <p>The Governing Body noted the report.</p>
5.5	<p><u>Commissioning Learning Sets</u></p> <p>The Clinical Lead for Primary Care presented the report, which gave an overview of the key points of discussion at the Commissioning Learning Sets meetings in May 2018 and June 2018:</p> <ul style="list-style-type: none"> <li>- Engagement events in the North and South of the CCG had a strong turnout;</li> <li>- Personal Medical Services Commissioning Intentions, which launched on 1 July 2018, were discussed with members;</li> <li>- Engagement with practices to support roll-out of Electronic Referral System across London and England.</li> </ul> <p>The team was thanked for their work.</p> <p>The Governing Body noted the report, and the progress made with:</p> <ul style="list-style-type: none"> <li>- Electronic Referral System (e-RS)</li> <li>- Community Ophthalmology Update</li> <li>- Prescribing Standardisation Scheme 2018/19</li> <li>- Community Living Well Update</li> <li>- Community Independence Service Update</li> <li>- Primary Care Network Update</li> <li>- Commissioning Intentions</li> </ul>
5.6	<p><u>Operational Group</u></p> <p>The Managing Director presented the report, which summarised the Operational Group's work since the last Governing Body meeting in May 2018:</p> <ul style="list-style-type: none"> <li>- Receiving feedback on the progress of e-referrals in West London CCG's</li> </ul>



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	<p>provider Trusts and practices;</p> <ul style="list-style-type: none"> <li>- Preparing for the members' plenary meeting on 5 June 2018;</li> <li>- Working together to contribute to joint working in North West London, including the shadow Joint Committee, Clinical Board, and North West London system leadership.</li> </ul> <p>The Governing Body noted the report.</p>
5.7	<p><u>Primary Care Commissioning Committee</u></p> <p>The Deputy Managing Director presented the report, which outlined the Primary Care Commissioning Committee's work since the last Governing Body meeting in May 2018:</p> <p><u>Primary Care Networks and GP At-Scale Funding</u></p> <ul style="list-style-type: none"> <li>- 'Primary Care Homes' renamed 'Primary Care Networks' in response to patients' feedback;</li> <li>- Practices expressed an interest in forming Primary Care Networks, and engagement took place with these practices, as well as a further session with practices that were not in the configurations initially received by the CCG;</li> <li>- Primary Care Networks will be required to be open to further practices joining them, following initial mobilisation to ensure full population coverage.</li> </ul> <p><u>Personal Medical Services review update</u></p> <ul style="list-style-type: none"> <li>- The review is a national programme to achieve equity of funding across practices;</li> <li>- West London CCG had a significant number of practices on Personal Medical Services contracts: 19 of 43;</li> <li>- Services went live on 1 July 2018.</li> </ul> <p>The Governing Body noted the report.</p>
<b>6</b>	<b>Operational objectives</b>
6.1	<p><u>Annual health &amp; safety report 2017/18 and plan for 2018/19</u></p> <p>The North West London Head of Governance presented the report, which described the Committee's priorities for 2018/19:</p> <ul style="list-style-type: none"> <li>- To develop a positive health and safety culture across the company, involving and engaging our workforce at all times.</li> <li>- To comply with statutory requirements and strive to exceed these where appropriate</li> <li>- To prevent injury and ill health and to continually improve health and safety performance.</li> </ul> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Noted that the CCGs are compliant with statutory Health and Safety requirements and note that good progress has been made over the course of the year in improving the</li> </ul>

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	<p>health and safety culture of the organisations; and</p> <ul style="list-style-type: none"> <li>- Noted the Health and Safety Report (Reporting on H&amp;S progress over the financial year April 2017 – March 2018) and</li> <li>- Agreed the priorities listed for 2018/19.</li> </ul>
6.2	<p><u>Smart/Agile Working Policy</u></p> <p>The North West London Head of Governance presented the policy, which aimed to support the move to new accommodation, as well as joint working across North West London.</p> <p>It was suggested that West London CCG teams could use space at the St Charles site to support agile working.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Commented on the proposed Agile Working Policy; and</li> <li>- Delegate authority to the Senior Management Team across NW London to approve the detail of the policy.</li> </ul>
<b>7</b>	<b>Questions from the public</b>
7.1	<p>The Governing Body received questions relating to:</p> <ul style="list-style-type: none"> <li>- Patient and public involvement in developing Primary Care Commissioning Intentions – including meeting the Patient Reference Group, and work with service users at the start of the programme;</li> <li>- How existing services, including North Kensington Recovery, could be used to reduce A&amp;E attendance; it was confirmed that there would be a review of urgent care services in the CCG.</li> </ul>
<b>8</b>	<b>Minutes of Committees of the Governing Body</b>
8.1	<p><u>Audit Committees, 15 March 2018, 3 May 2018</u></p> <p>The Governing Body noted the minutes.</p>
8.2	<p><u>CWHHE Investment Committee, 8 February 2018</u></p> <p>The Governing Body noted the minutes.</p>
8.3	<p><u>CWHHE Quality &amp; Performance Committee, 5 October 2017</u></p> <p>The Governing Body noted the minutes.</p>
8.4	<p><u>Health &amp; Wellbeing Boards:</u></p> <p>City of Westminster, <a href="#">24 May 2018</a></p> <p>Royal Borough of Kensington &amp; Chelsea, <a href="#">11 July 2018</a></p> <p>The Governing Body noted the minutes.</p>
<b>10</b>	<b>Any other business</b>
	There was no other business.

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Item	Action
<b>11</b>	<b>Date of next meeting in public of the Governing Body</b>
	Tuesday 18 September 2018
<b>12</b>	<b>Future meetings</b>
	19 March 2019

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