

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

## Minutes

### Present

Name	Role/ organisation	Initials
Dr Andrew Steeden	GP member, acting Chair	AS
Mark Easton	Accountable Officer	ME
Senel Arkut	Local Authority representative (item 1-4.3)	SA
Dr Oisín Brannick	GP member, Clinical Lead for North Kensington Recovery and Patient & Public Engagement	OB
Paul Brown	Chief Financial Officer	PB
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
Louise Proctor	Managing Director	LP
Sonia Richardson	Patient representative	SR
Karen Rydings	Practice Manager representative	KR
Victoria Stark	Lay member, Chair of the Patient & Public Engagement Committee	VS
Lei Wei	Deputy Chief Financial Officer	LW
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 (minutes)	KD
Thomas Harte	Acting Associate Director for Planned & Unplanned Care	TH
Mona Hayat	Director of North Kensington Recovery	MH
Michael Roach	Assistant Director for Quality Improvement & Clinical Assurance	MR
Simon Shelton	Interim Deputy Director of Contracts (item 4.2)	SS
Jane Wheeler	Interim Associate Director, Mental Health	JW

### Apologies

Name	Role/ organisation	Initials
------	--------------------	----------

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Anna Cox	Public Health representative	AC
Yvonne Fraser	Practice Manager representative	YF
Dr Andrew Howe	Public Health representative	AH
Dr Naomi Katz	GP member, Vice Chair (job share)	NK

## Note regarding agenda

Agenda items were taken in the following order:

7; 1-6; 8-11

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 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 20 November 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: election of Chair</u> The Managing Director gave a verbal update. The Governing Body was reminded that it would be asked to elect the Chair shortly, and that the election would be administered by the Electoral Reform Services. The Governing Body was asked to ratify the extension of Dr Butler's sabbatical, and Dr Steeden's term as acting Chair, to the end of February 2019. The Governing Body: <ul style="list-style-type: none"><li>- Noted the update;</li><li>- Ratified extension of Dr Butler's sabbatical, and Dr Steeden's term as acting Chair, to the end of February 2019.</li></ul>
<b>3</b>	<b>Reports from the acting Chair and Accountable Officer</b>
3.1	<u>Acting Chair</u> The Chair gave a verbal update on progress in the CCG: <u>Chelsea &amp; Westminster Hospital NHS Foundation Trust</u>

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Item	Action
<ul style="list-style-type: none"><li>- It continued its strong performance in A&amp;E, and it remained one of the highest performing Trusts in the country;</li><li>- A&amp;E attendance increasing across London, including Chelsea &amp; Westminster.</li></ul> <p><u>#My January</u></p> <ul style="list-style-type: none"><li>- Colleagues in the NHS sharing their pledges to improve their physical and mental health.</li></ul> <p><u>Member engagement</u></p> <ul style="list-style-type: none"><li>- Next members' event was the Joint Commissioning Learning Sets, 12 February 2019.</li></ul> <p><u>Westminster Care Awards</u></p> <ul style="list-style-type: none"><li>- Awards for carers looking after somebody with a long-term illness or disability - the City of Westminster was seeking nominations.</li></ul> <p><u>NHS Long Term Plan</u></p> <ul style="list-style-type: none"><li>- Published January 2019, aiming to save almost half a million more lives with practical action on major conditions and investment in treatments;</li><li>- The plan would influence how the Health &amp; Care Partnership in North West London works over the coming years.</li></ul> <p><u>Palliative Care services</u></p> <ul style="list-style-type: none"><li>- Patients, carers and staff in Kensington &amp; Chelsea, Westminster, and Hammersmith &amp; Fulham were asked for their views on adult palliative care services;</li><li>- Two online surveys: one for patient and carers, and another for staff and stakeholders.</li></ul> <p>The Governing Body noted the update.</p>	
3.2	<p><u>Accountable Officer</u></p> <p>The Accountable Officer presented a report on developments across North West London:</p> <p><u>NHS England/ London leadership</u></p> <ul style="list-style-type: none"><li>- New Regional Director, David Sloman, in post;</li><li>- Five London Accountable Officers part of Regional Director's wider executive team.</li></ul> <p>The Governing Body discussed the potential to move to one CCG across North West London, and noted that integrated care partnerships could be aligned to boroughs/ CCGs.</p> <p>The Governing Body noted the report.</p>

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Item	Action
<b>4</b>	<b>Achieving strategic objectives</b>
4.1	<p><u>Mental Health plan for 2019/20</u></p> <p>The Interim Associate Director, Mental Health, presented the report, which summarised the proposed high level plan for mental health in West London CCG.</p> <p>The Governing Body discussed the following:</p> <ul style="list-style-type: none"><li>- West London CCG was not always the lead commissioner for a service;</li><li>- Voluntary sector contribution to services;</li><li>- Mental Health investment standard as a tool to support planning for 2019/20;</li><li>- Commitment to use the funding we currently have to invest where there are additional priorities;</li><li>- Reinvesting QIPP in 2019/20 in Mental health cost pressures;</li><li>- Mental health Joint Strategic Needs assessment had been circulated to Governing Body for comments;</li><li>- Robust contract management for smaller contracts;</li><li>- Patient engagement and involvement in service design.</li></ul> <p>The Governing Body noted and endorsed the proposed plan for Mental Health priorities in 2019/20.</p>
4.2	<p><u>Integrated Wheelchairs Service</u></p> <p>The Interim Deputy Director of Contract presented the paper, which requested feedback from the Governing Body about the proposal to extend the contract, prior to being presented to the North West London Joint Committee for decision.</p> <p>The following topics were discussed:</p> <ul style="list-style-type: none"><li>- Feedback from a patient group about improvements in the service;</li><li>- West London CCG was the lead commissioner for the service;</li><li>- Challenges in procuring wheelchair services across the country;</li><li>- Waiting times for specialised wheelchairs;</li><li>- Understanding variation across CCGs in service user feedback.</li></ul> <p>The Governing Body:</p> <ul style="list-style-type: none"><li>- Discussed the option to extend the contract by two years, as advertised to all prospective providers before the award of this contract;</li><li>- Noted that the North West London Joint Committee would be asked to decide on the proposed contract extension;</li><li>- Supported extending the contract with the current provider, which was being presented to the NW London Joint Committee for approval.</li></ul>
4.3	<p><u>North Kensington Recovery progress report</u></p> <p>The Director of North Kensington Recovery presented the report, which outlined progress since the last Governing Body meeting.</p>

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Item	Action
	<p>The following points were discussed:</p> <p><u>Dedicated service for survivors and bereaved</u></p> <ul style="list-style-type: none"><li>- Move to long-term recovery by developing a vision for the future, in partnership with the bereaved, survivors and the wider community;</li><li>- Residents were given the opportunity to input to the model and design the service.</li></ul> <p><u>Communications</u></p> <ul style="list-style-type: none"><li>- Booklet describing the services available to those affected by the fire;</li><li>- 22,500 booklets were sent to households, pharmacies, GP practices, and voluntary and community organisations in the area;</li><li>- The booklet also gave an opportunity for residents to feedback their views on the longer-term North Kensington Health Recovery Plan.</li></ul> <p><u>North Kensington Health Recovery Plan</u></p> <ul style="list-style-type: none"><li>- In development – the CCG had been speaking to community members and groups about their health priorities.</li></ul> <p>The Governing Body considered how learning could be shared across West London CCG and North West London CCGs, and noted the importance of addressing health inequalities. The Governing Body was advised that a cultural competencies framework was in development.</p> <p>On behalf of West London CCG, the acting Chair thanked the Director of North Kensington Recovery for her contributions to the CCG, and wished her well in her new role.</p> <p>The Governing Body noted the report.</p>
4.4	<p><u>Winter Preparedness 2018/19</u></p> <p>The Chief Nurse / Director of Quality presented the paper, which outlined winter preparedness plans for each Trust across NW London: Chelsea and Westminster Hospital NHS Foundation Trust, The Hillingdon Hospitals NHS Foundation Trust, Imperial College Healthcare NHS Trust and London North West Healthcare NHS Trust.</p> <p>The Governing Body discussed the following:</p> <ul style="list-style-type: none"><li>- Reducing the number of beds occupied by long stay patients by 25%;</li><li>- All acute hospitals providing ambulatory emergency care service at least 12 hours a day, 7 days a week by September 2019;</li><li>- Reducing breaches of the 4 hour A&amp;E waiting time standard down to zero;</li><li>- Improving ambulance handovers so that 100% of patients arriving at an Emergency Department were handed over within 30 minutes of the ambulance's arrival;</li><li>- Implementing effective demand management schemes in out of hospital services to support the management of flows into emergency care services in hospitals;</li><li>- Holding a review after the winter period.</li></ul>

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Item	Action
<p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Confirmed it was assured that the NW London winter preparedness plans were appropriate;</li> <li>- Noted that they had been considered and approved in detail at the NW London Shadow Quality and Performance Committee on 6 December 2018 and the NW London Joint Committee on 6 December 2018.</li> </ul>	
<p>4.5 <u>Health and Care Partnership Progress Update</u></p> <p>The Accountable Officer presented the update, which summarised progress over the last quarter towards achieving the transformation objectives of the Health and Care Partnership.</p> <p>The following points were discussed:</p> <ul style="list-style-type: none"> <li>- Ensuring West London CCG continued to participate in North West London programmes;</li> <li>- Frailty: approach being based on need, rather than age.</li> </ul> <p>The Governing Body discussed the report and noted progress in delivery.</p>	
<p>4.6 <u>NW London CCGs' financial recovery plan 2018/19</u></p> <p>The Chief Financial Officer presented the plan, which gave an update on the NW London CCGs' 2018/19 financial positions, set out conclusions relating to potential variances to plan.</p> <p>The Governing Body discussed the following:</p> <ul style="list-style-type: none"> <li>- Work to get CCGs as close to their control total control as possible;</li> <li>- Plans for CCGs with a proposed deficit against plan, or those expected to be close to achieving plan.</li> </ul> <p>The Governing Body noted the position of the financial recovery plan that was agreed for submission to NHS England by the NW London Finance Committee on 15 November 2018 and ratified by the Joint Committee on 6 December 2018.</p>	
<p><b>5 Assurance and finance reports</b></p>	
<p>5.1 <u>Transformation Board</u></p> <p>The Head of Corporate Services presented the report, which summarised the Transformation Board's work since the last Governing Body meeting, including the following:</p> <ul style="list-style-type: none"> <li>- Agreed outline objectives of new model of care for supported accommodation re-procurement in Kensington &amp; Chelsea;</li> <li>- Non-conflicted members of Transformation Board discussed estates options in the CCG;</li> <li>- Endorsed the proposed North Kensington Recovery business case for services for the next five years.</li> </ul> <p>The Transformation Board noted the report.</p>	
<p>5.2 <u>Patient and Public Engagement Committee</u></p> <p>The Chair of the Patient &amp; Public Engagement Committee and the Clinical Lead for Patient &amp;</p>	

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Item	Action
<p>Public Engagement presented the report, which highlighted a range of engagement activities in the CCG:</p> <ul style="list-style-type: none"> <li>- Work with Patient Reference Group members to gain their views on how the CCG could incorporate these in Patient Reference Group meetings and wider engagement;</li> <li>- Conversations with North Kensington residents about their health and wellbeing;</li> <li>- Two Community Health Clinic events in response to concerns expressed by residents and communities of North Kensington. The Clinics were designed to provide assurance to the local community and were well attended</li> </ul> <p>The Governing Body noted the Patient and Public Engagement update report.</p>	
<p>5.3 <u>Board Assurance Framework</u></p> <p>The Director of Compliance presented the framework, which outlined the key risks to the objectives shared across North West London CCGs.</p> <p>Ownership of the risks was discussed, and it was noted that North West London joint committees had oversight of the risks. It was confirmed that work was underway to update the framework.</p> <p>The Governing Body:</p> <ul style="list-style-type: none"> <li>- Considered the extent to which the Board Assurance Framework was an accurate reflection of the CCGs' principle risks to achieving NW London strategic objectives; and</li> <li>- Commented on the strength of the controls and assurances.</li> </ul>	
<p>5.4 <u>Commissioning Learning Sets</u></p> <p>The acting Chair presented the report, which summarised work with member practices:</p> <ul style="list-style-type: none"> <li>- Bowel cancer screening reminder service;</li> <li>- North West London Outpatient Transformation engagement;</li> <li>- Training opportunities for Primary Care;</li> <li>- Diabetes, and supporting performance in Primary Care.</li> </ul> <p>The Governing Body noted the report.</p>	
<p>5.5 <u>Quality &amp; Performance Committee (and Integrated Performance &amp; Quality report, month 7 – October 2018)</u></p> <p>The chair of Quality &amp; Performance Committee presented the report, which gave an update on the Committee, including:</p> <ul style="list-style-type: none"> <li>- Strong performance in A&amp;E in month 6 &amp; 7 at Chelsea &amp; Westminster NHS Foundation Trust and improved performance at Imperial College Healthcare NHS Trust;</li> <li>- Care homes dashboard being trialled with Sanctuary Care Homes;</li> <li>- Design and development of a Cultural Competency Framework to ensure that health services commissioned are culturally appropriate and relevant for the diverse communities of North Kensington.</li> </ul> <p>The Governing Body noted the report.</p>	

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Item	Action
5.6	<p><u>Finance &amp; Activity Committee (and finance report, month 8 – November 2018)</u></p> <p>The acting Chair presented the report, which included:</p> <ul style="list-style-type: none"> <li>- Ratifying Health and Social Care Network: Fibre Optic connections for Primary Care;</li> <li>- Agreeing to proceed with commissioning 2019/20 - IAPT targets.</li> </ul> <p>The Governing Body noted the report.</p>
5.7	<p><u>Operational Group</u></p> <p>The Managing Director presented the report, which outlined the Group's focus over the past two months:</p> <ul style="list-style-type: none"> <li>- Dedicated Service for Grenfell Survivors and Bereaved: agreed in principle for the development and design of model, subject to clarification of the service structure, role functions, grade and number of posts (these have now been clarified) and the underpinning budget;</li> <li>- Community Mental Health Services: agreed further development of the community mental health model, and requested primary care and psychiatry were included;</li> <li>- Joint working across North West London CCGs: preparation for December's North West London CCGs' Joint Committee meeting, and consultation relating to North West London Collaboration of CCGs' Quality directorate functions.</li> </ul> <p>The Governing Body noted the report.</p>
5.8	<p><u>Report from the Joint Committee 6 December 2018</u></p> <p>The Director of Compliance presented the report.</p> <p>The Governing Body discussed the continued development of communications to support committees and North West London transformation programmes.</p> <p>The Governing Body noted the report.</p>
5.9	<p><u>Shadow joint Quality &amp; Performance Committee</u></p> <p>The Chief Nurse &amp; Director of Quality presented the report, which included</p> <ul style="list-style-type: none"> <li>- Cancer performance;</li> <li>- Infection, prevention &amp; control strategy;</li> <li>- Fractured neck of femur.</li> </ul> <p>The Governing Body discussed how IT systems in Primary Care could be used to capture feedback from clinicians.</p> <p>The Governing Body noted and discussed the report.</p>
5.10	<p><u>2018/19 NWL CCGs Finance Report Month 8</u></p> <p>The Chief Financial Officer presented the report, which described the North West London CCGs' financial position at month 8:</p> <ul style="list-style-type: none"> <li>- Anticipated deteriorating position in months 9-10;</li> <li>- Growth in non-elective activity;</li> <li>- Imperial College Healthcare NHS Trust: work with frequent attenders, and the CCG's work in this area.</li> </ul>



# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Item	Action
<p>The Governing Body reviewed and noted the report, which was discussed at the North West London Finance Committee on 20 December 2018.</p>	
<p><b>6</b></p>	
<p><b>Operational objectives</b></p> <p>6.1 <u>Update on Planning 2019/20</u></p> <p>The Chief Financial Officer presented the update, which included:</p> <ul style="list-style-type: none"> <li>- Preparation of the business planning to allow more efficient contract negotiation and CCG budget management for 2019/20;</li> <li>- 14 January 2019 deadline.</li> </ul> <p>The Governing Body discussed the update and next steps.</p>	
<p><b>7</b></p>	
<p><b>Questions from the public</b></p> <p>7.1 <u>Services to support patients with Parkinson's disease</u></p> <p>A member of the public asked about resources to re-commission a nurse for patients with Parkinson's disease.</p> <p>The Managing Director thanked him for his query, and confirmed that work was underway to review neurology services (which included Parkinson's disease), which were provided by Central London Community Healthcare NHS Trust.</p> <p>It was agreed to meet with Parkinson's UK to discuss.</p> <p style="text-align: right;"><b>Action:</b></p> <ul style="list-style-type: none"> <li>• To arrange meeting with Parkinson's UK (TH)</li> </ul>	
<p><b>8</b></p>	
<p><b>Information to note</b></p>	
<p>8.1 <u>North West London Shadow Quality &amp; Performance Committee, 18 October 2018</u></p> <p>The Governing Body noted the minutes.</p>	
<p>8.2 <u>Shadow finance committee, 4 October 2018</u></p> <p>The Governing Body noted the minutes.</p>	
<p>8.3 <u>Health &amp; Wellbeing Boards:</u></p> <ul style="list-style-type: none"> <li>- Royal Borough of Kensington &amp; Chelsea <a href="#">29 November 2018</a></li> <li>- City of Westminster <a href="#">29 November 2018</a></li> </ul> <p>The Governing Body noted the minutes.</p>	
<p><b>9</b></p>	
<p><b>Any other business</b></p>	

# Governing Body meeting in public

Tuesday, 22 January 2019, 2.30-4.50pm

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

Item	Action
There was no other business.	
<b>10</b>	<b>Date of next meeting in public of the Governing Body</b>
26 March 2019	
<b>11</b>	<b>Future meetings</b>
18 June 2019	17 September 2019    21 January 2020    24 March 2020

DRAFT