

# NHS LIVERPOOL CLINICAL COMMISSIONING GROUP

## GOVERNING BODY

Minutes of meeting held on **TUESDAY 10 JUNE 2014**  
**1.00 PM - Boardroom, Arthouse Square**

### PRESENT:

#### VOTING MEMBERS:

Dr Nadim Fazlani	Chair
Prof Maureen Williams	Lay Member – Governance/Deputy Chair
Dr Simon Bowers	GP/Clinical Vice Chair
Dr Fiona Lemmens	GP
Dr James Cuthbert	GP/Matchworks Locality Chair
Katherine Sheerin	Chief Officer
Jane Lunt	Head of Quality/Chief Nurse
Dr Rosie Kaur	GP
Dr Jude Mahadanaarachchi	GP/Liverpool Central Locality Chair
Dr Donal O'Donoghue	Secondary Care Doctor
Dr Janet Bliss	GP
Tom Jackson	Chief Finance Officer
Dr Maurice Smith	GP
Dr Shamim Rose	GP
Dave Antrobus	Lay Member – Patient Engagement

#### CO-OPTED:

Dr David Webster	GP – Matchworks Locality
Dr Tristan Elkin	GP – Liverpool Central Locality
Dr Sandra Davies	Interim Director of Public Health
Councillor Roz Gladden	Liverpool City Council
Ray Guy	Practice Manager
Dr Paula Finnerty	GP – North Locality Chair

## **IN ATTENDANCE:**

Cheryl Mould	Head of Primary Care Quality & Improvement
Tony Woods	Head of Strategy & Outcomes
Kim McNaught	Deputy Chief Finance Officer
Derek Rothwell	Head of Contracts and Procurement
Phil Wadeson	Director of Finance, NHS England Merseyside Area Team
Martin Kelly	Researcher, University of Belfast
Carol Hughes	PA/Minute taker

## **APOLOGIES:**

Ian Davies	Head of Operations & Corporate Performance
Moira Cain	Practice Nurse
Kathy Hull	Executive Officer – Healthwatch Liverpool Scrutiny
Clare Duggan	Director - NHS England Merseyside Area Team
Dr Rob Barnett	LMC Secretary
Samih Kalakeche	Director of Adult Services & Health, Liverpool City Council

Public: 6

## **PART 1: INTRODUCTIONS & APOLOGIES**

Introductions were made for the benefit of the members of the public present.

The Chair welcomed Dr Rosie Kaur who had been elected onto the Governing Body for Central Locality for 3 years.

### **1.1 DECLARATIONS OF INTEREST**

There were no declarations made specific to the agenda.

## **1.2 MINUTES & ACTION POINTS FROM THE MEETING HELD ON 13 MAY 2014:**

The minutes of the meeting held on 13 May 2014 were agreed as an accurate record of the discussions that had taken place.

Action Points:

An update was given on the following items:

**Action Point 1: Funding for extra capacity in Primary Care during the Winter period:** CM advised that a report had been presented to the Approvals Panel earlier today which highlighted a lot of lessons learned. A robust report on the winter monies invested with all providers will be presented to a future Governing Body.

**Action Point 2: Review of the role of CCG Practice Leads:** This is included in the Locality presentation on the agenda.

**Action Point 3: SSP Action Plan:** A formal updated action plan has not been received to date. CM and JM are meeting with NHSE to review the action plan and to agree a process going forward.

**Action Point 4: Public Health Memorandum of Understanding:** Agenda item.

**Action Point 5: SEND Reforms:** MW confirmed the discussion had happened which was helpful and clarified a number of issues. Action complete.

**Action Point 6: Feedback from Primary Care CQC Reports:** Action complete

**Action Point 7: Diagnostics Improvement Plan:** Now included as part of the Healthy Liverpool Programme investment process.

## **Action Point 8: 5 Year Strategy: Agenda item**

**Action Points 9/10: Social Value and Voluntary, Community and Social Enterprise Strategies:** MW circulated clarification of the definition of volunteers to be used in the strategies.

A Task and Finish Group has been implemented and expect to report back on the Third Sector Grant programme from August 2014.

### **1.3 MATTERS ARISING Not already on the agenda:**

**1.3.1 Hydrotherapy Pool:** The Chief Officer advised that she had met with Mr William Shortall to discuss the Hydrotherapy Pool at the Royal and has given assurance that due to redevelopment there will be no new hydrotherapy pool on the site. A business case is being prepared by the Royal to consider relocation of the Hydrotherapy Pool to the Broadgreen site. A further option is to look at Lime Court to see if modifications can be made to deliver services for NHS Patients.

**1.3.2 Response to Question from the Public:** In response to a request from a member of the public for figures regarding the staffing at Princes Park Health Centre the Director of Finance for NHS England (Merseyside) advised that the data supplied was queried with Princes Park in relation to the number of GP sessions and access. The response has been analysed and will be included as an agenda item at the next SSP contract meeting scheduled on 17 June 2014.

### **1.4 MINUTES AND ACTION POINTS FROM THE MEETING HELD ON 3 JUNE 2014**

The minutes of the meeting held on 3 June 2014 were agreed as an accurate record of the discussions that had taken place.

## **MATTERS ARISING:**

To record and note in the minutes the use of Urgent Decisions and Standing Orders in approving the CCG Annual Report, Governance Statement and Accounts for 2013/14 due to the meeting being inquorate. This was agreed.

## **PART 2: UPDATES**

### **2.1 Feedback from Committees – Report No GB GB41-14**

Healthy Liverpool Programme (HLP) Leads Board -  
13 May 2014: The Chief Finance Officer fed back to the Governing Body:

- ✓ Focus on outcomes and engagement is maintained particularly in relation to member practice engagement.
- ✓ HLP paper will be submitted to the Governing Body meeting in July following on from the presentation of the Strategy. The paper will cover some of the issues raised at the last meeting in terms of focus and outcomes and the communication strategy.

Finance, Procurement, and Contracting Committee – 27 May 2014: The Head of Contracts and Procurement fed back to the Governing Body on the main issues discussed:

- ✓ To seek endorsement for procurement of the Black, Minority, Ethnic and Mental Health Community Development Programme and to request approval from the committee to engage with providers and the community with the aim of informing the service specification.
- ✓ NHS Standard Contract to apply contract sanctions for Liverpool CCG providers and to ensure that approach is discussed at clinical meetings and re-investment approved at the Finance, Procurement and Contracting committee.

- ✓ It was noted that contract sanctions will apply for the 2014/15 process.

Quality, Safety and Outcomes meeting – 4 June 2014: The Lay Member for Patient Engagement fed back to the Governing Body on the main issues discussed:

- ✓ Agreed that local health professionals from Trusts will review root cause analysis reports from serious untoward incidents.

Consideration given to how to process this in a flexible way to include clinicians in the review process, to ensure that have they have the opportunity to comment without being under pressure to attend meetings.

Clinicians receiving SUI reports for route cause analysis were asked to forward comments to the quality team.

- ✓ Following the Supreme Court ruling regarding Deprivation of Liberty Standards (DOLS) new rules of compliance have been introduced which will have a potential impact in terms of increased requirements for assessments by providers.
- ✓ A review of the safeguarding governance systems and processes has identified some minor weaknesses and improvement required in governance processes.

Work is ongoing with the Local Authority to ensure alignment of processes across various agencies to give a common understanding and a process for risk in terms of contacts and referral.

Audit, Risk and Scrutiny Committee – 23 May 2014: The Deputy Chair fed back to the Governing Body on the main issues discussed:

- ✓ The draft minutes of the meeting held on 23 May are now in the public domain to provide re assurance that the Annual Report, Governance Statement and Audit Report had been

thoroughly discussed at the meeting held on the 3 June 2014.

**The NHS Liverpool CCG Governing Body:**

- **Considered the reports and recommendations from the Committees.**

**2.2 Feedback from the Joint Commissioning Group:  
Report GB42-14**

The Head of Strategy and Outcomes fed back to the Governing Body on the meeting of the Joint Commissioning Group held on 29 May 2014:

- ✓ A review was undertaken to agree the joint performance indicators to form the Health and Wellbeing Board Performance Management Framework and changes were enacted which will give an indication on how well the population of Liverpool is doing.
- ✓ Work programme for both the Health and Wellbeing Board and Joint Commissioning Group were reviewed and agreed, and it was agreed that programmes would be subject to regular review.
- ✓ The partnership for Integrated Care and Services across Liverpool City Council and Liverpool Community Health was reported and the risk to ensure GP engagement highlighted.

**The NHS Liverpool CCG Governing Body:**

- **Noted the activity undertaken by the Joint Commissioning Group**

## 2.4 Chief Officer Update:

The Chief Officer updated the Governing Body:

- **The NHS Confederation Conference** held in Liverpool last week provided a good opportunity to hear from national leaders and thinkers with examples of good practice around the country and was also a good opportunity to talk to people about the Healthy Liverpool Programme and our approach.
- Meetings were held with:
  - Prof Ian Cumming – CEO, Health Education England: Responsible for workforce planning and training.
  - Prof Mathew Cripps – Right Care Programme  
To ensure commissioning for value will be introduced to ensure we are focussed on the right things
  - Richard Barker – Regional Director NHS England North
  - ✓ Simon Stevens – CEO NHS England, who was enthusiastic and encouraging with an understanding of the challenges we face, level of ambition and territory going forward.

A discussion was held with Richard Barker and Simon Stevens around the responsibility for specialised services, as in order to deliver the Healthy Liverpool Programme consideration should be given to the whole care pathway. This was enthusiastically received.

We are considering a proposal on the 20 June around Primary Care Commissioning and Specialised Services and have contacted neighbouring CCGs about whether this is something that that should be done collectively..

- ✓ **Extraordinary Governing Body 3 June 2014**  
The purpose of this was to sign off the Annual Report and Accounts. These have now been posted and will be put onto the website.
  
- ✓ **Governing Body Meeting – 8 July 2014**  
This meeting will be held at the Devonshire House Hotel and the invite will go to Practice Leads, members of Trusts, the Local Authority and other partners. The first section of that meeting will look at the Annual Report and Accounts, followed by an open question and answer session.
  
- ✓ **International Festival of Business**  
Held in Liverpool over 50 days with 75,000 visitors expected, aiming to attract investment and sales for the UK economy.

One of the themes is health, with Friday, 27 June focussing on 'Healthy Liverpool.' It will be open to the public with a focus on prevention and health care. This is a good opportunity for the CCG to converse with the public about the Healthy Liverpool Programme, what it means, and how they can get involved.

#### **The NHS Liverpool CCG Governing Body:**

- **Noted the Chief Officer's update**

## **2.5 NHS England Area Team Update:**

The NHS England Merseyside Area Team Director of Finance updated the Governing Body:

- ✓ Simon Stevens recently visited NHSE Merseyside and they found him to be open, constructive, and with an appetite for new thinking and doing things differently.

The team was collectively impressed with his approach and openness and is optimistic about the future.

- ✓ A national stock take has been undertaken, resulting in some changes around Board level at NHSE.
  - Roles currently advertised are National Director for Commissioning Strategy and a new national post for Director of Specialised Commissioning which signals decoupling from the Area Team and which could be a precursor to targeted responsibility to local commissioners.
- ✓ Meetings have been held with all Merseyside CCGs collectively, and individual meetings will be arranged prior to the 20 June deadline for expressions of interest in co-commissioning primary care.

**The NHS Liverpool CCG Governing Body:**

- ✓ **Noted the update from NHS England Merseyside Area Team**

## **2.6 Public Health Update - Verbal**

The Interim Director of Public Health updated the Governing Body:

- ✓ Dates have now been set for the Alcohol Strategy Development Workshop.
- ✓ The Obesity Weight Management Strategy is currently being redeveloped and partners will be involved to ensure that this is fit for purpose.
- ✓ Physical Activity and Sports Strategy is currently being developed. An away day is being held on Sunday, 29 June 2014.
- ✓ Joint Strategic Needs Assessment new areas of development are being considered with involvement of the

third sector and to understand how data feeds into the development of the Health and Wellbeing Strategy and other work which is ongoing across the city.

- ✓ Pharmacy Needs Assessment is being developed, which is now the responsibility of the Health and Wellbeing Board. It is hoped that the first draft will be submitted to the Board in July following which this will then go out to consultation.

### **The NHS Liverpool CCG Governing Body:**

- **Noted the verbal update on Public Health**

## **PART 3: STRATEGY & COMMISSIONING**

### **3.1 5 Year Strategic Plan: Report No: GB43-14**

The Head of Strategy and Outcomes gave an overview of the draft 5 Year Strategic Plan, which is the Healthy Liverpool Programme. It was noted that whilst we are on target to submit details required by NHS England on 20 June 2014, the full details of the strategy will emerge with the blueprint for the city, which is scheduled for September 2014.

The Strategy sets out the CCGs vision, the improvements in outcomes to be achieved over the next five years, and the changes to the system over the next five years. It also sets out how this will be achieved, with 6 clinical programmes as the engine room, and changes realised in 4 different settings.

Governing Body clinical leads then gave an overview of the changes to take place in each clinical programme, and settings. Leads explained how service would work differently in the settings.

The Governing Body was reminded that the starting point for the strategy was 'Our Terry' and the other personage, and the need to shape services around patients, impressing the quality of care delivered and the outcomes achieved.

## **The NHS Liverpool CCG Governing Body:**

- **Reviewed and commented on the draft Strategy**
- **Approved the structure and approach taken within the Strategy to describe how the CCG and partners intend to deliver the vision for improved health outcomes for Liverpool people**
- **Noted the requirements for submission to NHS England by 20 June 2014**
- **Noted that the final Strategy will be produced in September 2014 in line with the Healthy Liverpool Programme blueprint.**

### **3.2 Delivering High Quality Primary Care and Reducing Variation across General Practice – Report No:GB44-14**

A report was submitted to the Governing Body by the Locality Chairs on the role of the Localities in the delivery of high quality Primary Care and the approach being taken in reducing variation across general practice.

A PowerPoint presentation was given which highlighted member engagement, improvements in practices across the Primary Care Quality Framework, practice development plans, the response to winter with 36,033 additional appointments provided and a Practice Manager/Practice Nurse development programme

It was highlighted that the main challenges for localities was the delivery of the 2022 vision for the future of general practice, reducing variation, engaging with patients and the public, succession planning and workforce, and that the main opportunities were Healthy Liverpool/Neighbourhood development, influence, local leadership, clinical and non-clinical collaboration and co-commissioning of primary care.

A copy of the Healthy Liverpool Locality Plans was provided and updates given by each Locality Chair who highlighted the following areas:

### **Central Locality:**

- 47 practices with a registered population of 240,000
- 9 neighbourhoods, with 42,000 patients in the City centre
- Homeless community with different needs
- Neighbourhoods and practice specific plans to highlight the level of engagement from Practice Manager, Practice Nurse and GP.
- It is encouraging that practices are now beginning to look at non-clinical and non-medical areas
- Difficulty in continuing to deliver services due to higher demand and how to drive changes through whilst promoting the Healthy Liverpool Programme.

### **North Locality:**

- 22 practices with a registered population of 107,000
- 4 of the most deprived wards in the city
- High mortality due to the relationship with deprivation
- Significant number of patients with long term conditions and high level of social housing
- Improvement identified in cholesterol and diabetes management and asthma care
- Patient experience available at all levels with 16 practice patient participation groups to engage with patients.

### **Matchworks Locality:**

- 25 practices with a registered population of 154,683
- Locality priorities are:
  - Cervical cytology uptake
  - Pulmonary rehabilitation referrals
  - Heart failure
  - Flu and pneumonia
  - Physical activity

The Deputy Chair noted that this was an ambitious and worthwhile strategy for developing work through the neighbourhoods and noted that she would like to see more direct links with the strategy introduced by the Chief Finance

Officer and to make sure that is more explicit with time frames and robust evidence to ensure investment in the right areas.

The Head of Primary Care and Quality Improvement acknowledged the work done by the Locality Managers in the production of the Locality Plans, the work which continues to be done across the localities, and all of the work to support improvements in the quality of primary care delivered to patients.

### **The NHS Liverpool CCG Governing Body:**

- **Noted the individual Locality Plans and the role of the leadership team in ensuring high quality Primary Care**
- **Noted the areas of priority highlighted and the approach being taken to reduce variation across General Practice**

### **3.3 The Integrated Diabetes Model. A new integrated model for specialist diabetes care in Liverpool: Report No: GB 45-14**

A GP member presented a report to update the Governing Body on the progress made in developing the new Diabetes model for Liverpool and highlighted the following areas contained within the model of care plan:

- Self-Care
- Improving general practice and variation
- Development of the Integrated Diabetes Service to be implemented in late 2014

It was noted that the main challenges were:

- To decide the metrics by which outcomes are delivered
- To reduce mortality by 25% and Kidney failure by 3%
- To decide contract value

It was noted that the development of the model had been very patient focussed, with patient representation, including consultation with Diabetes UK to produce documents.

A note of thanks was offered to Dani Jones for the work she had done in developing the model.

It was noted that there was a huge amount of learning in this for the CCG in terms of commissioning for outcomes and integration of services.

The challenge around evidence for investment, when some of the benefits of the model would only be realized in 10 years' time was noted.

A discussion took place about the understanding of how to include outcomes into the contracting processes with providers where there may be a mix with activity based payments.

The Secondary Care Doctor referred to the list of outcomes contained within the report and queried whether there was a plan for enhancement of quality of life to be measured. In response the GP member confirmed that enhancement of quality of life together with emotional wellbeing would also be measured.

The Chair thanked everyone involved in the production of the model and noted that this was an exciting, new, and different way of improving outcomes. It was clear that there is still much work to do, however, this has moved this has moved the work of the CCG on considerably.

**The NHS Liverpool CCG Governing Body:**

- **Considered the report and recommendations from the Diabetes Programme Group**
- **Gave endorsement to proceed as per the plans outlined**
- **Noted the timescales for implementation**

## **PART 4: GOVERNANCE**

### **4.1 Public Health Memorandum of Understanding – Report No: GB46-14**

A paper was presented by the Interim Director of Public Health to provide an update on the framework for relationships between Liverpool City Council and Liverpool Clinical Commissioning Group (LCCG) with regards to public health advice and support to LCCG.

The Memorandum of Understanding (MOU), which is based on the 6 priorities of the Healthy Liverpool Programme, and will be continuously developed, detailed the responsibilities of both the Public Health Directorate and LCCG in delivering the MOU across the following 3 key areas:

- Health improvement
- Health protection
- Commissioning NHS services

The Chief Finance Officer commented that this demonstrated how public health support underpins the particular programmes which are in place and the settings of care, with the relationship strengthened through the Healthy Liverpool Programme, the benefits of which can be seen.

The Chief Officer highlighted the influence of public health on the development of services which is working well.

The Interim Director of Public Health noted that one of the areas for consideration is how Mental Health and Wellbeing underpins and integrates with all of the work.

The Deputy Clinical Chair noted that in terms of children and the transition of all children's services, this is an opportunity to work through the Joint Commissioning Group going forward to strengthen and help commission a gold standard children's model.

**The NHS Liverpool CCG Governing Body:**

- **Noted and approved the Memorandum of Understanding and associated Action Plan.**

**PART 5: PERFORMANCE**

**5.1 Performance Report – Report no GB 47-14**

The Head of Quality/Chief Nurse Performance presented a report on the key aspects of the CCG's performance in the delivery of quality, performance and financial targets for 2013/14.

The main issues were highlighted:

**Health Care Acquired Infections (HCAI):**

- ✓ 1 case of MRSA reported relating to a patient visiting the Liverpool area.
- ✓ 8 incidents of C Diff reported for Liverpool patient

The Head of Quality/Chief Nurse assured the Governing Body that the Trusts have set their own internal targets and are working to maintain the slow decline in the incidence of c-diff.

A key part of this is the post infection review process, which reviews the whole of the patient journey. This has been set up to assist in identifying and managing issues.

**RTT:**

- ✓ Issues continue at Alder Hey in relation to wait for complex spinal surgery, a robust action plan is now in place.

Work continues with the Trust to try to provide a plan, where relevant to reduce the 18 week deficit with a 52 week plan.

- ✓ Alder Hey is subject to enhanced surveillance and a CQC report will shortly be produced.

#### **4 Hour AED Performance:**

- ✓ A drop in performance has been identified at Aintree and the Royal.

This is being monitored and intensive work being done with both Trusts to understand and provide support to manage issues.

If appropriate, contract penalties will be applied.

#### **Patient Safety:**

- ✓ Work is ongoing with Trusts to encourage them to develop an open and honest culture in terms of patient safety and to put robust systems and risk management in place to enable incident reporting.
- ✓ There are particularly high incident rates at LCH relating to pressure ulcers, though not all are attributable to the Trust.

#### **Care Quality Commission and Monitor Warning/Issues:**

- ✓ The GP/Locality Chair advised that a meeting of the LCH Collaborative Forum had recently taken place and an action plan is awaited.
- ✓ Due to the recent changes it was agreed that NHSE would request a further Quality Review meeting to decide where to concentrate areas afresh.

The Chief Officer advised that the structure and content of the performance report would be reviewed going forward as it does not pick up what we are trying to achieve in terms of the Healthy Liverpool Programme.

Stephen Hendry, the newly appointed Senior Corporate Services Manager, will meet with Governing Body members to develop the new reporting framework to ensure it captures the breadth of the responsibilities of the CCG.

### **The NHS Liverpool CCG Governing Body:**

- **Noted the performance of the CCG in delivery of key national indicators and the recovery actions taken to improve performance.**

## **6 QUESTIONS FROM THE PUBLIC**

A member of the public advised that he had re-submitted a question which was originally submitted to the Governing Body meeting in May requesting information on the updated action plan following the Quality Surveillance Group to ensure alignment of practice development plans.

He asked if the action plan had now been updated and in response the Head of Primary Care Quality and Improvement confirmed that this had now been done.

A request was also made for a day to day rota of Princes Park Practice. In response, the Director of Finance, NHS England Merseyside Area Team advised that this would be picked up in the next contract meeting, following which, the member of the public would be advised by NHSE whether figures could be made available.

The member of the public advised that he understood that Princes Park now had staff referred to as 'permanent Locums' who are being paid via an agency and when new figures are available asked that a distinction should be made between Locums and Permanent Locums.

In response, the Chief Officer advised that the proposal around taking more responsibility for commissioning Primary Care services would take on that responsibility and work would be done to look at those responsibilities.

## **7 Date and time of next meetings:**

### **Governing Body Meeting:**

Tuesday, 8 July 2014 at 1.00 pm, Devonshire House Hotel