

Governing Body

Report Details	
Meeting Date	2 July 2019
Report Title	Planning and Delivery Report
Presenter	Peter Tinson
Prepared By	Peter Tinson and David Bonson
Report Requirements	Receive and Approve Recommendations

CCG Corporate Objectives	
• Through better commissioning, improve local health outcomes by addressing poor outcomes and inequalities	Yes
• To work collaboratively to deliver safe, high quality health and care services	Yes
• To ensure financial balance and improve efficiency and productivity	Yes
• To deliver a step change in the NHS preventing ill health and supporting people to live healthier lives	Yes
• To maintain and improve performance against core standards and statutory requirements	Yes
• To commission improved and effective out of hospital care	Yes
• To support research, innovation and growth	Yes

Committee Discussion	
	Date
Senior Management Team	-
Clinical Commissioning Committee	-
Quality, Improvement and Engagement Committee	-
Finance and Performance Committee	-
Audit Committee	-
Primary Care Commissioning Committee	-
Recommend to CCG Governing Body – Part I or Part II	Part I – 2 July 2019

Internal Assurance Process (indicate if not applicable)	
Clinical Lead	n/a
Senior Lead Manager	n/a
Finance Manager	n/a
Has a Quality Impact Assessment been completed?	n/a
Has an Equality Impact and Risk Assessment been completed? If not, please explain why.	n/a
Patient and Public Engagement completed	n/a
Financial Implications	n/a
Are there any associated risks? If so, are the risks on the Risk Register? If yes, please include the risk descriptor and current risk score.	n/a
Report Authorised by Executive Lead	n/a

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Planning and Delivery Report

1) Introduction

This report is designed to provide Governing Body members with a regular update on the development and implementation of plans and key aspects of service delivery during the year.

This report will primarily focus on primary and community care developments and particularly the Primary Care Networks.

2) Developing the ICP Strategic Plan

As previously reported, the Lancashire and South Cumbria Integrated Care System (ICS) is developing a strategic plan to be submitted in Autumn. Locally, work is progressing to develop a Blackpool, Fylde and Wyre Integrated Care Partnership (ICP) strategic plan within a similar timeframe.

3) ICS – Joint Committee of Clinical Commissioning Groups (JCCG)

The table below sets out the proposed work plan for the Joint Committee of CCGs for 2019/20. The work plan is designed to address specific issues requiring collective decision making by the eight CCGs in Lancashire and South Cumbria. These commissioning decisions arise from several of the existing workstreams operating under the partnership of organisations known as Healthier Lancashire and South Cumbria.

The work programme has been developed by commissioning and other workstream leads in recent weeks and presented in draft to the Joint Committee. Each workstream has been asked to be as specific as possible at this stage in the year as to the nature of the decision being requested.

The Governing Body is asked to endorse the CCG taking decisions on this proposed work plan through the Joint Committee of CCGs.

Context

- a. The Joint Committee of CCGs was established in 2016/17 to enable the eight CCGs in Lancashire and South Cumbria to exercise jointly an agreed number of commissioning functions in line with current legislation. The primary purpose of the Joint Committee is to take decisions on commissioning issues which are pertinent to the whole of Lancashire and South Cumbria and which arise from the Healthier Lancashire and South Cumbria (ICS) programmes of work.
- b. The CCG is represented on the Joint Committee by Dr Adam Janjua, Acting Chair, and Kevin Toole, Lay Member (PPE) and Acting Vice Chair. The Joint Committee continues to operate with an independent Chair and for 2019/20 will be holding its meetings in public on a bi-monthly basis.

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- c. The work programme copied below has been developed by commissioning and other workstream leads in recent weeks. Each workstream has been asked to be as specific as possible at this stage in the year as to the nature of the decision being requested for collective decision making. Members will note therefore that the Joint Committee will be asked to review for example: clinical models, business cases, cases for change and option appraisals leading towards public consultation where plans for significant service change are proposed.
- d. It is vital to emphasise that prior to any decisions coming to the Joint Committee, clinical, commissioning, finance and other colleagues from the CCG will have been involved by each workstream in the necessary development work. The Joint Committee has already discussed a clearer process of decision-making using gateways at a number of key stages to oversee these collective programmes of work. Each programme also has an agreed programme governance structure through which the ICS's partners can review progress.
- e. A more detailed timetable is now being developed for the Joint Committee to indicate when decisions on this work programme are anticipated during 2019/20. This will enable local Governing Bodies and CCG executive teams to plan more clearly for involvement on the issues under review.
- f. The request being made to the Governing Body to approve this work plan is consistent with the current terms of reference of the Joint Committee. These are scheduled for review during 2019/20.

Work programme for the Joint Committee of CCGs: 2019/20

Service/Subject	Executive Sponsor	Delegation
Urgent Care	David Bonson	Approve updated Urgent and Emergency Care strategy for Lancashire and South Cumbria which will be developed in response to the national strategy.
SEND	Julie Higgins	Collaborative work between CCGs and Lancashire County Council to deliver the 2019-2020 Lancashire SEND partnership improvement plan with specific delivery of a commissioning plan, evaluation and monitoring system, implementation of the neuro developmental diagnostic pathway; speech and language and occupation therapy service reviews; consistency in multiagency school readiness pathway
Mental Health	Andrew Bennett	Agree action plan for commissioners which may arise from the external review of the urgent care mental health system in Lancashire being undertaken by Northumberland Tyne and Wear NHS Foundation Trust
Individual Patient Activity (IPA)	Jerry Hawker	Agree a single commissioning and operating model across Lancashire & South Cumbria, appropriately resourced, with the right staff, in the right place at the right time across the ICS, ICPs and neighbourhoods. Agree a single governance, business intelligence and

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		delegated financial framework with accountability to the ICS and JCCCGs
Cancer	Denis Gizzi	Agree recommendations for commissioners which arise from Cancer transformation programme
Cancer/Workforce	Denis Gizzi	Agree the Outline Business Case for Oncology Advanced Clinical Practitioners
Specialist weight management services	Clare Thomason	Approve a case for change for multi-agency action in relation to obesity and specialist weight management
Stroke	Andrew Bennett	Agree options for the configuration of Hyper Acute and Acute stroke services Review and approve outline business case. Decide on requirement and readiness to consult. Approve full business case Review outcomes of consultation Consider and approve commissioning approach and approve delivery plan
Commissioning Policies	Andrew Bennett	Agree updated commissioning policies developed collectively for all CCGs Agree updated medicines management policies developed collectively for all CCGs
Vascular	Talib Yaseen	Agree operating model for vascular services across Lancashire and South Cumbria.
Commissioning development	Andrew Bennett	Agree recommended operating models and implementation plans arising from Commissioning Development Framework programme
Children and Young People's Mental Health	TBA	Approve clinical model for CYP Mental Health services across Lancashire and South Cumbria Approve transition and implementation plan for clinical model
Children and Maternity	Arif Rajpura	Approve case for change for paediatric services
Primary Care	Amanda Doyle	Approval of ICS Strategy for Primary Care
Planned Care	Andrew Harrison	Agree prioritised list of pathways and timeline for development of outcome based consistent clinical pathways across Lancashire & South Cumbria
Learning Disability	Andrew Bennett	Agree clinical model of non-secure, specialist inpatient provision for Learning Disabilities and Autism within the Lancashire and South Cumbria footprint
Integrated Commissioning (on LCC footprint)	Julie Higgins	Collaborative work between CCGs and Lancashire County Council to build a common platform for integrated commissioning at an ICP level: Initiation to proof of concept phase:- scope principles, commitment and approaches, for

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		the integration agenda building on BCF; test two areas for “in view” budget management leading to transformation for intermediate care and mental health section 117.
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Note: the Director of Nursing for NHS England in Lancashire is planning to hold further discussions with CCG Accountable Officers about the future of Safeguarding arrangements across the ICS and ICPs. This may lead to a request to consider inclusion on the Joint Committee work programme in due course.

Recommendation

The Governing Body is asked to endorse the CCG taking decisions on this proposed work plan through the Joint Committee of CCGs.

4) Primary and Community Care and Wellbeing

4.1 Introduction

The narrative below provides an update on a number of the primary and community care and wellbeing priorities.

4.2 ICS Primary Care Strategy

The ICS Primary Care Strategy was recently approved by the ICS Board. It will form part of the wider ICS system plan which will be submitted in autumn 2019.

It focuses on the delivery of the priorities identified in the NHS Long Term Plan, General Practice Forward View, GP Partnership Review and GP Contract Reform and includes: -

- Primary Care Network development plan
- Eye Health, Oral Health and Pharmacy services – integration of wider primary care and developments being led by the Local Professional Networks
- Local workforce plan
- Population health
- Performance, quality and digital standards
- Digital and technology priorities
- Investment plans for local primary care transformation
- Communication and engagement.

The plan is available upon request.

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4.3 Integrated Primary and Community Care Programme Plan

An updated programme plan was presented to the ICP Steering Group in May 2019. The table below identifies the key deliverables which will be presented to future Steering Group meetings.

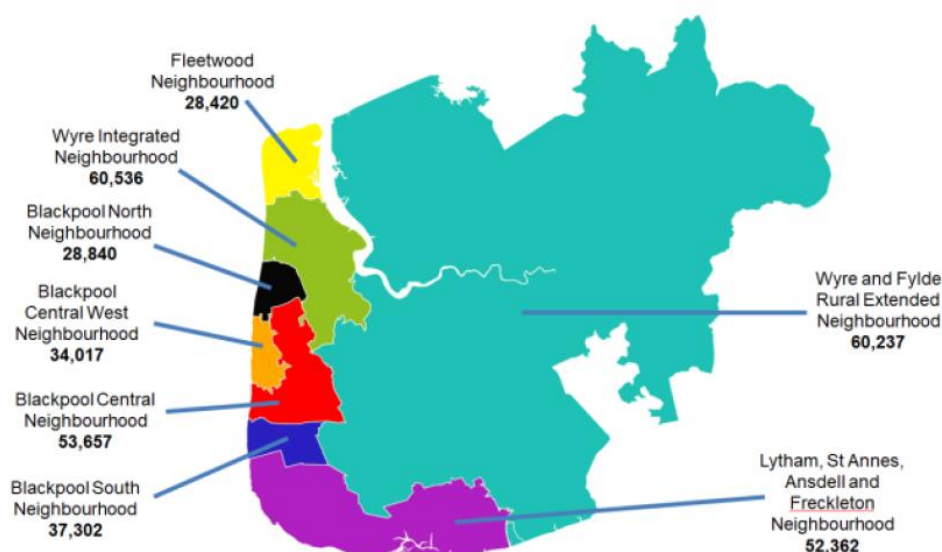
<u>June 2019</u> Population health management accelerator and road map	<u>July 2019</u> Intermediate care model review and recommendations	<u>August 2019</u> Proposed neighbourhood care team standard operating framework
<u>September 2019</u> Primary and community care workforce plan Plus medicines optimisation model	<u>October 2019</u> Care homes model review and recommendations	<u>December 2019</u> Neighbourhood care team model review and recommendations

The plan and all deliverables are being presented at the next Primary Care Commissioning Committees.

4.4 Primary Care Networks

CCG link managers continue to support the development of the networks. All eight Fylde Coast networks were successfully registered by the 15 May 2019 deadline. This included confirming details of their member practices, list sizes and Clinical Directors. These details were reported to the June 2019 Primary Care Commissioning Committees. The networks and their Clinical Directors are identified below.

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- 1) Central Neighbourhood: Dr Susan Green, Newton Drive Health Centre and Dr Jill Murray, Newton Drive Health Centre
- 2) Central West Neighbourhood: Dr Cruz Augustine, Adelaide Street Surgery and Dr Leanne Rudnick, St Pauls Medical Centre
- 3) North Neighbourhood: Dr Eric Bonsell, Glenroyd Medical Centre
- 4) Blackpool South Neighbourhood: Dr Dan Bennett, Highfield Surgery
- 5) Fleetwood Neighbourhood: Dr Mark Spencer, Mount View Practice
- 6) Lytham St Annes Neighbourhood: Dr Ruth Mason, Fernbank Surgery and Dr Anna Butler-Reid, Ansdell Medical Centre
- 7) Wyre Integrated Neighbourhood: Dr Vellore Chandrasekar, Beechwood
- 8) Wyre and Fylde Rural Extended Neighbourhood: Dr John Miles, Garstang Medical Practice

The networks are currently focusing on progressing arrangements for securing social prescribing link workers and clinical pharmacists plus the provision of extended hours from 1 July 2019 (for a network with a population of 50,000 an extra 25 hours extended access per week, shared between morning, evening and weekends).

The CCG produced a series of posters and held a drop in workshop for Clinical Directors to identify and discuss the potential options and support required to deliver the above requirements.

Networks are in the process of confirming their preferred arrangements.

The CCG has also participated in several national working groups to develop a new national network 'assessment' and planning framework which builds on work undertaken locally and an associated network development support prospectus.

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4.5 Population Health Management Accelerated Programme

The 20 week programme is now complete and the Governing Body will today receive an update from the Central West neighbourhood who have used population health data to identify and support a group of patients with depression who live in houses of multiple occupancy and regularly access primary care.

The presentation will also introduce the proposed future road map based on four themes: -

1. Infrastructure
2. Intelligence
3. Interventions
4. Other

This infrastructure theme includes further 20 week cycles with additional neighbourhoods.

4.6 Intermediate Care Review

- A Fylde Coast workshop took place in June 2019 to consider the initial review report and recommendations
- The CCG has commissioned an expanded report to encompass Blackpool Council data and provide a complete Fylde Coast picture of existing services, comparisons to benchmarks and a proposed new model based on best practice
- The review and local options for implementation will initially be presented at a future Clinical Commissioning Committee for consideration.

4.7 Lancashire County Council Collaborative Population Health Management

Lancashire and South Cumbria CCGs recently met with Lancashire County Council (LCC) colleagues to discuss the offer of their ring fenced public health grant towards testing joint efforts to support and mobilise people to self-care and deliver personalised preventative care at a neighbourhood place. Further discussions are now taking place with LCC, Blackpool Council and District Council colleagues to identify the priorities for commissioning and/or provision integration.

4.8 Neighbourhood Highlights

- The accompanying slide show highlights a number of neighbourhood developments.

5) Lancashire County Council – Vision Document

The County Council's Care, Support and Wellbeing of Adults in Lancashire vision document has been recently signed off and shared (appendix 1).

6) Mental Health Urgent Care System Review

The mental health system in Lancashire and South Cumbria has experienced rising demand and operational pressures over the past 18 months. This has resulted in an increase in Accident and

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Emergency (A&E) 4-hour breaches, 12-hour trolley waits, Section 136 detentions and Out-of-Area placements (OAPs).

In response to this rising demand and operational pressure, Lancashire and South Cumbria has commissioned an independent system review from Northumberland Tyne and Wear NHS Foundation Trust's (NTW) innovation team (the findings of which have now been published).

The independent system review has now concluded. Feedback events were held on Tuesday 21 May 2019 for system leaders (morning session) and carers and service users (afternoon session). Feedback events for Lancashire Care NHS Foundation Trust (LCFT) staff and commissioners took place on Wednesday 22 May and Tuesday 28 May 2019 respectively. Further meetings have taken place on 4 and 5 June with Council leaders and Executives across Lancashire.

The full report has been published on the Healthier Lancashire and South Cumbria website along with system responses, a summarised version for the report and a stakeholder briefing are available via the following links:-

[Link to full report \(includes system responses\)](#)

[Link to summary](#)

[Link to stakeholder briefing](#)

The review, which was commissioned to provide an independent perspective of the issues across all partners that are affecting the delivery of urgent mental health services, began in October 2018 and consisted of a number of phases, including:-

- Analysis of data related to mental health services
- A visit for senior mental health staff from Lancashire to observe and see in practice the services provided by Northumberland Tyne and Wear NHS Foundation Trust (NTW)
- A series of events held in November 2018 for people that use mental health services and for people who care for them to share their experiences of using services and their ideas for how services can be improved. 100 service users were listened to in total at these events
- A series of events held in November and December 2018 for staff from NHS, local authorities, police, voluntary, community and faith organisations to share their experiences of working in services and their ideas for improvement. 105 members of staff, 50 GPs and more than 60 staff from voluntary, community and faith organisations were involved in discussions at these events.

Review Recommendations

The report set out 26 recommendations for improving mental health services set out on a sector by sector basis. Recommendations were directed at the ICS as a whole, to commissioners, LCFT, social care authorities, police and ambulance services and the voluntary sector. Responses to these recommendations were prepared by sector representatives ahead of the formal launch events and the events themselves offered evidence of a strong commitment by all

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partners to act together in order to improve services to deliver better mental health care for people across Lancashire and South Cumbria.

The full set of recommendations and the proposed response from across the system can be accessed via the above links.

NTW noted that whilst many of these recommendations draw upon the need to improve, there are also many positives to build upon. These include:-

- A willingness by senior leadership to hear the views of service users and carers, and to act upon these
- A willingness to also hear from staff of all kinds, and to encourage openness and honesty about the challenges faced
- Many pockets of good practice described across all providers and commissioners which can be, spread and shared beyond organisational boundaries
- The strong desire of staff across the front line to deliver better services.

The actions proposed in response to the review will receive continued oversight by the ICS Mental Health Oversight Group.

Recommendation

The Governing Body is asked to note the update for the mental health urgent care system review.

7) Mental Health Rethink Event – Blackpool Winter Gardens, 5 July

The event has been organised by Rethink Mental Illness, Blackpool CCG and the Pride of Place Partnership to look at improving mental health outcomes in Blackpool.

The *Blackpool Town Prospectus: 2030 Agenda for Action* report showed that Blackpool has some of the most serious mental health challenges in the country. The report showed that the reasons for this are complex and cover many different topics: the provision of services, housing, employment and community cohesion.

The outcome of this was that people in Blackpool lead '*shorter lives with fewer healthy years*'. At the same time, the NHS Long Term plan, published earlier this year, set out a vision of wrapping clinical care and non-clinical support around the individual. This vision provides an ideal moment for things to change in Blackpool.

The event will bring together a wide range of people from different backgrounds with an interest in making this happen and is aimed at commissioners, providers, practitioners, community groups, local authority employees, business leaders, the police and people with lived experience of mental illness at what is hoped will be a catalyst for change.

The event will focus on key issues facing Blackpool and how they can be addressed, will include a series of facilitated discussions will be held on a variety of topics. A report of the event, with a series of practical recommendations, will be created following the event.

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8) Urgent & Emergency Care Update (UEC)

The emergency and care steering group is now established. There are three work programmes, under the themes a) admission avoidance, b) care and treat and c) return to home.

Under these programmes specific key pieces have been further developed, with some specific notable highlights.

Community Pathway - The refreshed community pathway was launched in early June, with the aim to avoid admissions to A&E, this enables NWAS to triage patients either by telephone or in person to determine if it is felt that a patients needs could be treated and supported within the community, in which case, a referral to the rapid response team is made for face to face triage within 2 hours and subsequent signposting to appropriate services.

Long Stay Review - The Long Stay review has been developed with the launch of the long length of stay workbook, which will identify trends and invite GP links into the Long Stay Tuesday Multi-Disciplinary Team, in order to improve the perception of services available in the community.

OTiS - In month, the CCGs have been part of the launch of CSU dashboard to provide monitoring of the performance within urgent and emergency care. UEC staff attended a training event and now have access to the information. This will also be used as an integral part of the A&E Board performance conversations and to help enable improved flow.

Service Improvement - In May 2019, the Trust and CCG were involved in an Emergency Department front door challenge.

The overall aim:

- To understand the output of the system.
- The hypothesis was that more patients could safely be seen in alternative care settings both in and out of hospital
- The challenge - to measure the current output of the system at the point of ambulance arrival and what pathways they follow
- To identify small scale improvement cycle opportunities that help navigate patients to the right place first time both in and out of hospital.

The Team included partner members from ECIST, CCGs, FCMS, NWAS, and Acute Therapies.

The approach:

- To review every patient conveyed to Majors via ambulance between 11 - 7pm
- We asked what pathways were attempted before bringing patient to ED
- Could an alternative pathway be more appropriate?
- What happened when the patient arrived in the department?
- What is the case mix

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- How is the functional / contextual information via the ambulance crews in order to plan the persons discharge established?

A formal report detailing the key findings and actions will be explored by the urgent and emergency care steering group.

The team have worked closely with Blackpool Teaching Hospitals NHS Foundation Trust to address and provide assurance against a number of recommendations driven from the Adult Social Care and Health Scrutiny Committee; 12 recommendations were made to the Trust during the previous 12 months, all of which have either been addressed, are under development, or investigated and responded to.

9) Planned Care

9.1 Targeted Lung Health Check Programme

Blackpool CCG has been selected in the first wave of the rollout of the above programme. This is due to the high rates of mortality from lung cancer in the Blackpool area.

Work is currently ongoing with the Cancer Alliance in relation to this programme and the local investment for Blackpool and Blackburn is approximately £7.5 million.

The following actions have taken place:

- Delivery plan submitted on 21 May 2019
- A programme manager has now been appointed
- The priority is to recruit into the core delivery team which will include a Clinical Director, data analysts, administrative assistant and two project managers
- The membership of the Programme Board and Delivery Group have been agreed
- An executive paper is being prepared outlining progress with programme and next steps
- ICS Communications will develop a Communication and Engagement Strategy to encompass public, primary and secondary stakeholders
- A standard presentation is being devised to provide an overview of the programme with consistent key messages for stakeholders.

9.2 Multi-Diagnostic Clinics for Vague Symptoms (Cancer Suspected)

- The pathway has been agreed across the ICP and will be launched at the beginning of July 2019.
- Collaborative work continues with the Cancer Alliance to ensure a cohesive approach across Lancashire and South Cumbria.

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9.3 Breast Referrals

- There has been further peer support to help improve performance in breast cancer 2 week waits and as part of this, commissioners are working with the Trust to implement a non-urgent breast referral form
- Dr Martin, Lead Cancer Clinical Lead, is working with Blackpool Teaching Hospitals in relation to reviewing inappropriate referrals and this will lead to minor changes being implemented on the current 2 week forms
- A recovery plan has been submitted which outlines actions to reduce the current backlog and it is predicted that this backlog will be cleared by the end of July 2019
- A capacity and demand piece of work is being undertaken in relation to ensuring there is adequate capacity in the breast unit once the backlog has been cleared to book all patients within 2 weeks
- The breast business case is progressing and work should be complete in early 2020 to expand the current breast unit and purchase additional mammogram and ultrasound machines
- Commissioners are having weekly calls with the breast team to receive updates and escalation will take place if the timeline changes for achievement.

9.4 AQP Audiology

The procurement is ongoing for a Lancashire and South Cumbria service and is currently live on the procurement portal – commencement of new service, January 2019.

9.5 Advice and Guidance

The telephone advice Consultant Connect pilot will end on 30 June 2019.

The email advice (Morecambe Bay Advice and Guidance) model has been signed off across Fylde Coast CCGs and this will be discussed at the Fylde Coast Executive meeting on 18 July 2019 to discuss implementation.

9.6 Procedures of Low Clinical value (POLCV) Triage

In June 2019, the launch of the POLCV triage service across Fylde and Wyre practices by the eRS team for 4 POLCVs. This service has already been embedded for Blackpool practices for some time and this will provide alignment across both CCGs.

Further work is currently being scoped in relation to demand management and this forms part of the QIPP programme.