

Paper 7.0

Governing Body Meeting in Public

Thursday, 26 January 2017

Title: Accountable Officer's Report	Agenda Item: 7.0
Presented by: Matthew Tait, Accountable Officer NHS Bedfordshire CCG	
Author: Matthew Tait, Accountable Officer	
Responsible Executive Director: Matthew Tait, Accountable Officer	
Has this paper been signed off by the Responsible Executive Director? Yes	
Actions required by the Governing Body: The Governing Body is asked: <ul style="list-style-type: none"> ▪ To note the updates provided in the Accountable Officer's Report. 	
Purpose of Paper: The purpose of this report is to provide the Governing Body with an update since the last meeting held on 24 November 2016.	
Audit Trail: None	
Risks: None identified.	
Strategy Implications: None identified	
Financial Implications: None	
Stakeholder implications: None	
Legal implications: None	
Outcome of the Equality impact assessment (EIA) This paper does not, in itself, establish actions that could impact on people who have, or share, a protected characteristics under the Equality Act 2010.	

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Accountable Officer's Report

1.0 Introduction

- 1.1 The main purpose of this report is to provide updates on key pieces of work and activities that the CCG's Executive Team and I have been involved in since the last Governing Body meeting in November 2016.

2.0 Sustainability and Transformation Plan

- 2.1 The Sustainability and Transformation plan is now clearly aligned with the local Operating Plan that is being discussed at the Governing Body meeting today. Key activities that are presently taking place include:

- The establishment of a collaborative savings programme with external support to address the 2017/18 financial challenge
- A number of local engagement events including two hosted by local Healthwatch organisations to explain the STP and collect feedback on the emerging plans
- The development of a Social Prescribing Business Case across all partners
- The submission of bids to NHS England's transformation fund for service improvement funding for Diabetes, Cancer and Mental Health
- The development of information to inform the early stakeholder engagement process describing what an Accountable Care system could look like across the Bedfordshire, Milton Keynes and Luton
- The third Clinical Conversation workshop is taking place on the 25 January which brings together a broad range of clinicians across the patch

3.0 Joint Commissioning Executive

- 3.1 The first meeting of the Joint Executive Committee was held on 16 January. Alvin Low has assumed the role of Chair in the first instance, albeit this will be on a rotational basis. The terms of reference require the CCG representation to include involvement from the Chair, Accountable Officer, nominated Director and additional GP member

Key topics covered at the meeting included;

- The overview of the national bid process for service improvement funding
- Agreement of areas that the CCGs should work closer together on including referral management processes, delegated commissioning and support service contracts

These meetings will be scheduled on a monthly basis going forward.

4.0 Workforce Update

- 4.1 Following the transfer of East and North Herts HR function to the HR and ODL Shared Service on 1 November 2016, the HR and ODL shared service structure has been reviewed and is in the process of being fully implemented to ensure it continues to meet the needs of all the CCGs it supports.

- 4.2 The CCG has been registered on to the National Apprenticeship database and work is being undertaken to identify the areas within the CCG where existing staff can

undertake apprenticeship programmes, and also where the CCG can provide opportunities for external apprentices to work with us.

- 4.3 A Focus Group was held with the aim of reviewing the culture, values and behaviours in the CCG. This was an interactive session to explore the case for change, what impact culture plays in successful organisations and how we engage with one another in a professional, transparent and learning environment. The aim is for these to be held on a regular basis throughout the year with the next session scheduled for the end of March. Following each of the sessions the HR&ODL team will work with staff and managers to look at the best way forward to address the issues raised.
- 4.4 The HR team worked alongside the Head of Medicine Optimisation, to successfully TUPE transfer the Pharmacists involved in the Pharmacy Pilot across to the CCG across from Horizon Healthcare.
- 4.5 A review of notice periods for staff took place with the aim to bring the CCG in line with other NHS organisations and to ensure best practice, whilst it was acknowledged that being able to give, or be given, one weeks' notice is neither good practice, nor satisfactory for either the employer or the employee. Following consultation the new notice periods took effect from 1 January 2017.
- 4.6 A review of all HR&ODL policies has taken place with the aim to standardise the HR and ODL Policies across all four CCGs supported by the HR&ODL Shared Service. The review will ensure the policies comply with all relevant legislation, statutory regulations, best practice guidance or NHS directives and that the policies are succinct, user friendly and business focussed, with a one page policy brief. Work on the production of the OD Plan on a Page and Forward Plans, which form part of the overarching HR&ODL Strategy have continued, with the final versions to be agreed at the next Board meeting.
- 4.7 The Staff Involvement Group is now fully established and has been looking at a variety of topics with the aim to commence new initiatives and programmes in partnership with staff.

5.0 Finance Update

- 5.1 The 2016/17 forecast has deteriorated with the most likely outturn. Estimated at a £6.9m surplus. Whilst this still demonstrates a clear delivery of a sustainable financial position it does not meet our planning requirements and we will be working on a range of recovery positions to improve this position and mitigate against the risk of further deterioration.

6.0 Weller Wing

- 6.1 Bedfordshire Clinical Commissioning Group is reviewing its mental health strategy, to ensure we meet the changing needs of residents and provide the right services in the right location. As part of this, ELFT is proposing to move mental health inpatients from Weller Wing at Bedford Hospital into a facility at Townsend Court, Houghton Regis. Residents that require short-term acute care will receive this at Fountain Court, Ash Ward and Willow Ward, or be clinically and appropriately discharged into the community.

7.0 Managing Winter

7.1 The local system has been under intense pressure over the Christmas and New Year period. The system has worked well together to stabilise core services through the A&E. delivery board will the CCG committing to additional funding of around £250,000 over and above the planned winter funding. The information below highlight local performance at Bedford Hospital and some of the local initiatives established. Comparative performance has been good compared to the national position but further focus work is required to re-establish consistent delivery of the 95% target.

Bedford Hospital A&E 4 hour Performance (un-validated)	15/1/17	Week Ending 15/1/17	4 week period 16/12/16 - 15/1/17	Year to date @ 15/1/17
	98.82%	91.52%	91.22%	91.07%

The December A&E Delivery Board meeting gave focus to the quick turnaround requirements in order to implement the identified initiatives that were approved to ensure system flow during the period of winter pressure as detailed below.

No	Organisation	Name of initiative	Dates of Operation	Short description of initiative
1	SEPT	Care at Home Team	TBC	Support patients to be cared for at home, whilst awaiting a Local Authority domiciliary package of care
2	BCCG	2 x Residential step down beds	22 nd Dec – up to 12 weeks maximum	Provide temporary care home placement for patients who have yet to agree a permanent placement.
3	Both LAs and BCCG	5 x Beds in Care Homes for patients awaiting Continuing Healthcare (CHC) Assessment	22 nd Dec – up to 12 weeks maximum	Provide care home placement for patients who have screened in for CHC and are awaiting assessment
4	SEPT	Community Matron x 2 for 2 hours per day reviewing patients ready for transfer to community provision	Dec 2016 – 31 st Jan 2017	To ensure patients move through the system in a timely but safe and effective way
5	SEPT/BHT	Additional nurse to provide more initial nurse screening into Clinical Navigation Team (CNT) at the front door of BHT A&E	TBC	To support caring for people in their own home where possible
6	BCCG	Private Patient Transport Vehicle – 1 additional stretcher vehicle available per evening	Dec 2016 – 31 st Jan 2017	To support timely discharge.
7	BHT	Ambulatory Emergency Care Unit (AECU) operating 7	27 th January onwards	To keep AEC unit open every day to minimise admissions

days a week (8 hours per day at weekends)

In addition, NHSE released funding to support primary care and the following schemes were implemented by our Out of Hours providers, in order to deliver this equitably across Bedfordshire: (These schemes have yet to be evaluated).

Scheme	Dates of Operation	Short description of initiative
Additional GP appointments covering both festive bank holidays	23 rd December 2016 – 2 nd January 2017	110 Additional GP hours over Christmas and New Year Period
Morning home visiting GP services, to include care homes 9am – 1pm	6 th January 2017 – 17 th February 2017	Additional home visiting to support General Practice- to be carried out in AM.

8.0 Health & Wellbeing Boards

- 8.1 The Bedford Borough Health and Wellbeing Board met on 7 December. The agenda included an update on the Better Care Fund and an overview of the STP as well as the standard progress reports on the Health and Wellbeing strategy.
- 8.2 The next Health and Wellbeing Board for Central Bedfordshire will be held on 25 January 2017. Bedfordshire Clinical Commissioning Group will discuss the Winter Management Plan, the STP and receive an update on the CAMHS transformation plan.
- 8.3 The next Bedford Borough Health and Wellbeing Board will be held on 15 March 2017.

9.0 Policies for ratification

- 9.1 In line with the CCG's Policy Management Framework, the following policies have been through the appropriate endorsing committees and scrutinised and approved by the Governance & Risk Group. The Group recommended ratification of these policies by the Executive Management Team which took place on 15 December 2016. The Governing Body should formally note ratification of the following new and revised policies:-

Volunteer Policy
Sustainability Policy
Code of Conduct for Employees in respect of Confidentiality Policy
Annual Leave Policy
Career Break Policy

Matthew Tait
Accountable Officer

19 January 2017