

Subject:	West Norfolk Health Ltd Update paper
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Submitted to:	West Norfolk Primary Care Commissioning Committee
Purpose of Paper:	For Information
Executive Summary This paper provides an overview for the committee of the progress and activity of WNCCG's partner and the locality's GP Federation, West Norfolk Health.	
KEY RISKS (in relation to CCG strategic objectives and statutory duties)	
Clinical & Quality: Any relevant issues included in the report by exception	
Finance and Performance: Financial impact included where relevant and data available.	
Reputation: The CCG routinely reviews any reputational risks associated with its work on Primary Care.	
Legal: The CCG ensures that it is acting within its statutory obligations in relation to primary care development.	
Patient focus: Aim to provide parity of services to all WNCCG patients.	
Information Governance: Compliance to policy	
Conflicts of Interest: The Committee has been set up to ensure that the CCG acts within the guidance on conflicts of interest.	
Equality Impact Assessment: Not applicable.	
Reference to relevant risk on the Governing Body Assurance Framework: Not applicable.	
RECOMMENDATION: Paper is for Information	

West Norfolk Health Update Paper – Operational Update – March 2019

Organisational Development

Interviews for the Programme Manager/ Deputy CEO role occurred on the 4th March, an offer has been made and accepted, start date to be confirmed. The Programme Manager/Deputy CEO will deputise for the Chief Officer at key meetings across the locality, the STP area, will line manage the project and operational teams ensuring there is co-ordination across both areas and will oversee the portfolio of projects as this expands.

The next WNHL members meeting is scheduled for April 2019. The meeting agenda will focus on Primary Care Networks and the LCS Contract

A business case for the remaining balance of £3ph money was presented to WNCCG SMT on 12th March, and will now be presented to Clex for final approval

Our interim Project Manager finished a 6 month contract.

Governance

The second Integrated Risk & Governance Committee meeting occurred 5th March, a summary of outcomes were:

- Policies relating to IG and GDPR were approved by the committee
- The Terms of Reference were approved by the committee
- It was agreed that policies and procedures are to be signed off at Risk & Governance, the actual compilation of policies is, however, an operational matter and does not need direct oversight from the committee providing that all policies are revised and reviewed within the appropriate timeframes.
- It was agreed that processes and procedures relating to new or under-review services which impact in any way patient care would be reviewed by the committee

The first Innovation & Investment Committee meeting was held on 12th March, a summary of outcomes were:

- Terms of Reference were approved by the committee
- Chair, deputy chair were agreed
- Agreement to allocate 2017/18 surplus (£50k) to development of PCNs projects
- Initial input and ideas to develop an innovation strategy for WNHL, this will be progressed at the next members meeting, and a paper produced for the next committee
- Date of next meeting 11th June

The WNHL board will meet on 14th March and will focus on Primary Care Networks, the LCS contract

Live Contracts

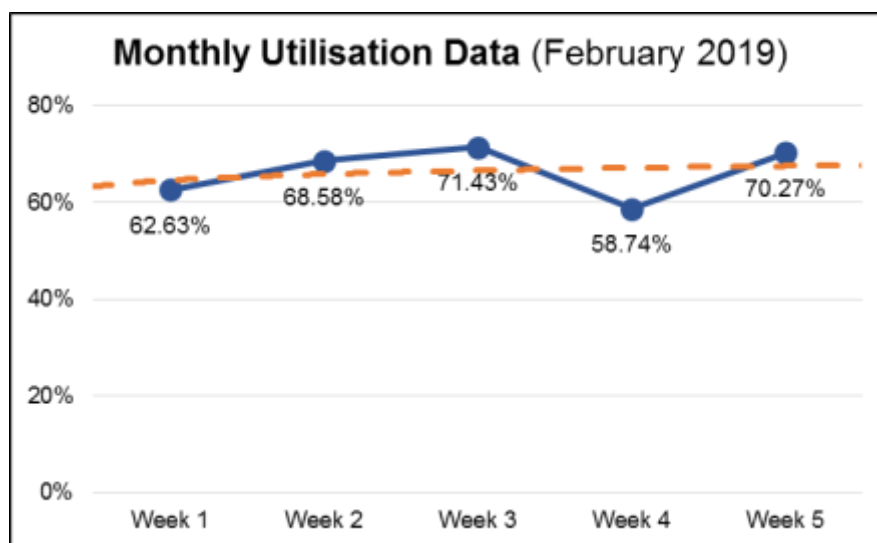
1. *RSS and 24ECG are long standing contracts and are reported by formal channels*

2. *Improved Access*

Delivery:

WNHL delivered 91 hours and 364 appointments in the Improved Access service each week of February 2019, fully meeting required KPIs.

Through February 2019 the service saw its highest utilisation to date, with the whole month's utilisation being 66%, an increase on January's previously highest utilisation of 62%.



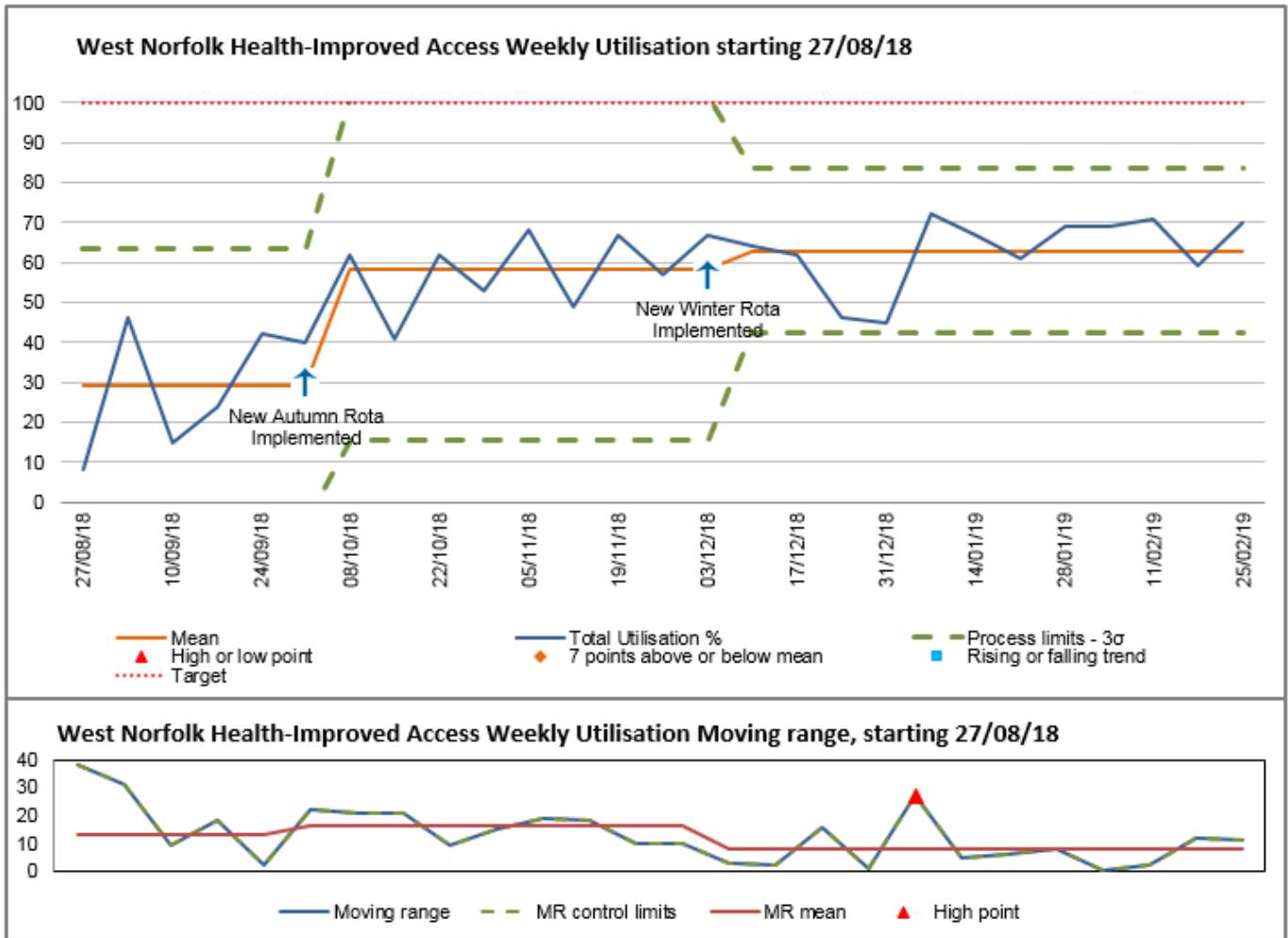


Diagram 2: Weekly Utilisation rate of Improve Access – Performance to Date

Service Development

- WNHL are working with the CSU to implement the EMIS Hub and viewer solutions, this will allow EMIS practices to view and write to patient records across the practices, and replace an existing manual system
- WNHL is working with its Sunday delivery partner, IC24, to improve the pre-bookability of appointments and investigate the implementation of ‘TLC Calls’ for palliative, frail, or anxious patients.
- WNHL are working with their delivery partners to finalise plans for the Easter Weekend.
- A communications plan will be implemented in Spring 2019 to look at PR, website updates, social media and other forms of communications.

3. Primary Care Partnership Proposal

Delivery

- This is being delivered by all 21 of WNHL member practices, giving 100% coverage of the patient population

Service Development

- The *Primary Care Partnership Proposal* report template is in development with the CCG. This will enable WNHL to have detailed conversations with the member practices going forward to improve delivery

Project Pipeline

Project	Update for this period	Plans for next period
Primary Care Networks	<ul style="list-style-type: none"> • See separate paper 	
Care Navigation	<ul style="list-style-type: none"> • Plan and budget developed 	<ul style="list-style-type: none"> • Index of signposts collated and mechanisms for publishing developed (web)
Clinical Pharmacist	<ul style="list-style-type: none"> • Senior and Clinical Pharmacist are due to start Apr19 • Comms sent to participating practices to confirm session requirement • Job role and responsibilities, and induction timetable developed 	<ul style="list-style-type: none"> • Resolve queries with overlap of PCN CP scheme • Confirm rota of sessions • Implement contract with participating practices • Induct new starters • Recruit 3rd CP
GP Career Start	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • MOU signed • Develop project plan
GP Career Plus	<ul style="list-style-type: none"> • MOU signed to identify 6 GPs that will register with this scheme 	<ul style="list-style-type: none"> • Develop project plan
Online Consultations	<ul style="list-style-type: none"> • CCG's completing the assessment of the bids submitted by providers 	<ul style="list-style-type: none"> • Outcome of bid to be communicated
Urgent Treatment Centre	<ul style="list-style-type: none"> • Identified nominees for steering group and working group 	<ul style="list-style-type: none"> • Awaiting dates for meetings
LCS	<ul style="list-style-type: none"> • Service specification received on 12th March • Comms sent to practices to gather clinical feedback 	<ul style="list-style-type: none"> • Return feedback to SNCCG by 29th March

Strategic Presence

The regional GPPO meeting was held on the 12th February and focused on PCNs, with attendance from NCH&C, NSFT, and ECCH. A general agreement was reached on a spirit of collaboration with support from the top to adapt infrastructure and culture across the organisations to enable the success of PCNs

The regional GPPO meeting on 12th March was joined by CCGs from across the region to receive details of the LCS service specification. A joint communications plan has been developed to ensure this is disseminated in a co-ordinated way. The GPPOs will work together to ensure that the feedback, and any future delivery models, is co-ordinated on a regional level, and approaches are standardised where appropriate,

WNHL will attend the next LDG meets on 14th March

WNHL co-hosted a cross agency workshop to develop a new frailty pathway. The intention is to pilot the new approach through a PCN

£3/ph Monies

Item in Business Case	Budget	Spend to date	Allocated	Carry over	Narrative	Deliverables
Board & Accountable Officer costs for 12 months (Apr 18-Mar 19)	£53,700	£34,546.74	£45,000.00	-£25,847	Accountable officer has been in post part time since Apr19 who has expanded the team, implemented IA, PCP, 5 other new contracts in progress. Board meeting on 26/4, 19/7, 11/9, one planned for 13/11. Finance, Remuneration and Clinical Governance committees will be set up in next months	Board agenda Finance, Remuneration and Clinical ToR Action log weekly report (to July), monthly report (Oct), WNH newsletters
Innovation & Investment committee launch and costs	£4,000	£0.00	£4,000.00	£0	This was launched at the last members meeting. Draft ToR have been circulated and potential members identified. The aim is to sign off the ToR at the next board meeting, then the first meet will occur.	I&I ToR Ideas list
Quarterly Membership Meetings for 12 months (Apr 18 – Mar 19)	£18,000	£1,720.46	£9,000.00	£7,280	Members meeting occurred on 7/6 and 2/10, next one due Dec or early Jan. Vote from 7/6 meeting gave WNH mandate to deliver Improved Access. Outcome of 2/10 meeting was to agree implementaiton of PCP and launch I&I committee	Slide deck from each meeting.
Operational Manager (Band 7) including on-costs at 25%	£51,800	£19,519.46	£20,000.00	£12,281	Adrian in post since Jul18	IA project plan Rotas Contract Operating manual
			£11,000.00	-£11,000	Adam in post since Sep18	IA project plan Rotas Contract Operating manual
Project Team costs = 30 working days at £35 an hr (PM rate)	£8,000	£14,309.46	6500	-£12,809	Significant input to live projects - Monthly project meeting occurs. Project leads now assigned to cover particular projects	Project meeting minutes Project plan
Receptionist Training on system, policies and procedures before commencement date	£1,500	£0.00	0	£1,500	Receptionist SI workshop occurred on 20th June, numerous general FAQs fielded. No claims came in.	IA went live on 23rd July
Rota master – shift fill	£7,000	£0.00		£7,000		
Shared drive across organisation	£2,000	£0.00	2000	£0		
CQC Registration Consultancy	£1,700	£1,656.50	0	£44	CQC application was submitted, but rejected.	
Promotion and marketing materials including launch	£5,000	£1,500.00	0	£3,500	Posters used from NHS website, social media and practice websites at no cost.	screenshots / audit. Working in West Norfolk Website
Contingency	£15,300	£1,524.58	10000	£3,775	spent on Kafico training, meeting rooms, TPP h	Policies, data sharing agreement
	£168,000	£74,777.20	£107,500	-£14,277		