

Black Country and West Birmingham Joint Commissioning Committee (JCC)

Minutes of Meeting dated 21st June 2018

Members:

Dr Anand Rischie – Chairman, Walsall CCG
Paul Maubach – Accountable Officer, Dudley CCG & Walsall CCG
Dr Helen Hibbs – Accountable Officer, Wolverhampton CCG
Andy Williams – Accountable Officer, Sandwell & West Birmingham CCG
Dr Salma Reehana – Chair, Wolverhampton CCG
Dr David Hegarty – Chair, Dudley CCG
Matthew Hartland – Chief Finance and Operating Officer, Dudley CCG; Strategic Chief Finance Officer Walsall and Wolverhampton CCG's
James Green – Chief Finance Officer, Sandwell & West Birmingham CCG
Angela Poulton - Programme Director – Joint Commissioning Committee
Peter Price – Lay Member, Wolverhampton CCG
Jim Oatridge – Lay Member, Wolverhampton CCG
Mike Abel – Lay Member, Walsall CCG

In Attendance:

Charlotte Harris – Note Taker, NHS England
Laura Broster – Director of Communications and Public Insight
Steven Marshall – Wolverhampton CCG

Apologies:

Prof. Nick Harding – Chair, Sandwell & West Birmingham CCG
Paula Furnival – Director of Adult Social Care, Walsall MBC
Julie Jasper – Lay Member, Dudley CCG and Sandwell and West Birmingham CCG
Simon Collings – Assistant Director of Specialised Commissioning, NHS England

1. INTRODUCTION

- 1.1 Welcome and introductions as above.
- 1.2 Apologies noted as above.
- 1.3 Dr Anand Rischie asked the committee if anyone had any declarations of interest they wished to declare in relation to the agenda of the meeting. None were given.
- 1.4 The minutes of the meeting held on the 10th May were agreed as an accurate record of the meeting. It was confirmed that Dr Ruth Tapparo can now be removed from the invite list.
- 1.5 The action register was reviewed (see table at the end of the notes). Actions delivered were confirmed and others taken within the agenda.
- 1.6 Regarding 091, 097, 099 and 100, the draft Clinical Strategy has been circulated to clinical leaders, Chief Executives and Accountable Officers. Once the document has been reviewed by the Clinical Leadership Group it will be presented to the JCC. Dr Anand Rischie to meet with the four clinical Chairs to discuss this strategy.

Action: Dr Rischie to schedule a meeting between the clinical Chairs to review the draft Clinical Strategy.

- 1.7 Regarding 092, there was discussion regarding the residual risk to Dudley Group of Hospitals NHS Trust arising out of the MCP procurement and the need to understand this in the context of the wider system. Paul Maubach confirmed that there is the need for all risks within the Black Country system to be understood, and in relation to the MCP this information will not be available until after the next stage of procurement has been completed (anticipated for report to the August JCC meeting).
- 1.8 Regarding 096, Dr David Hegarty confirmed that there is a forum where the Chairs of the Clinical Leadership Groups across the STPs meet, chaired by Kiran Patel. Dr Hegarty reported that the Black Country STP make a significant contribution to this group. Dr Hegarty informed members that he will be formally standing down as Chair of the Clinical Leadership Group, and that a process will be agreed to appoint his replacement on behalf of the JCC members. Thanks were extended to Prof. Nick Harding who has been standing in for Dr David Hegarty. Dr Hegarty noted that the Clinical Strategy is based on principles and priorities agreed under his tenure.
- 1.9 Regarding 098, this action will transfer to Prof. Nick Harding. Dr Helen Hibbs confirmed that the acute trusts have now agreed a process for the acute sustainability work.
- 1.10 Regarding 103 and 106, it was confirmed these are being done through the ICS Development Programme that PWC and Optum are facilitating. This programme reviews the work and delivery plan for STPs to become Aspirant ICSs.
- 1.11 Regarding 105, Dr Helen Hibbs has had communication with Simon Collings and am meeting being scheduled with Rachel O'Connor.
- 1.12 Regarding 107, Dudley will be leading this and it was confirmed adverts will go out for a project manager for Personalised Care.
- 1.13 Angela Poulton gave an update regarding the risk register. The governance group had been asked to revisit the template. A draft template had been included for the committee to review. This will need to be populated. It was not clear what risks would sit with the JCC and what would sit with CCGs and what risks are already on the CCGs risk registers. James Green suggested the JCC would have risks that involved the overall programme across all CCGs. The CCGs may have the same risks as the JCC, but these could be rated differently if they are at different stages. Jim Oatridge noted if there is a risk relating to an area formally delegated to the JCC this needs to be included and clarity needed about who will be responsible should the risk materialise.
- 1.14 Matthew Hartland suggested if a CCG is leading on something, then they would have the item on their risk register. However, if the JCC has concerns regarding delivery such as capacity issues, then it would be appropriate to include this on the JCC Register. Andy Williams identified that the discussion was highlighting process issues. There is the argument that risks should only appear on the JCC Register where areas have been formally delegated. However, as a collective forum, there is a difference between what is discussed and that the committee is responsible for i.e. those risks managed through the JCC and those managed elsewhere in the system. Paul Maubach asked if risks are limited to areas formally delegated how are collective risks raised and where, and referred to the importance of understanding the relationship of this committee and the STP. An example in relation to the Midland Metropolitan Hospital was discussed.

1.15 It was agreed to re-structure the agenda to reflect areas formally delegated to the JCC and issues of common interests, and to reflect this in the risk register. Peter Price raised the importance of being clear what the Committee wants to achieve, and to identify any risks in the context of the objectives. Mike Abel stated that there is the need to identify advisory risks that are pushed out to the organisations who can manage, and ensure effective feedback mechanisms to enable the JCC to be satisfied that risks are being managed/have been mitigated.

Actions:

- **Charlotte Harris to restructure the agenda to include formal delegations and issues of common interest**
- **Angela Poulton, Paul Maubach and Jim Oatridge to populate the Risk Register**

2. CORE BUSINESS

2.1 Place Based Updates – Dudley

2.1.1 Paul Maubach shared that bid evaluation is underway, a joint process between the Council and the CCG, that will be followed by the Regulator process. There are two judicial reviews in relation to the contract, the first of which has failed and the outcome of the second is awaited. There will be a public consultation on the contract later in the year. Paul Maubach referred members to the Health Select Committee Report, which refers to both Dudley and Manchester as ways to achieve integrated care systems. The need for legislation to remove procurement obstacles was noted. The bid decision will be made in July, which is then subject to a 9-month assurance process.

2.2 Clinical Leadership Group (CLG) Update

2.2.1 Angela Poulton informed the first draft Clinical Strategy has been circulated, based upon desktop research, RightCare analysis and some clinical input. The document makes the case for change for the priority areas identified in the chapters and does not state the actions to be taken in the version to date. The document has been sent to CLG members, Clinical Chairs, clinical members of the CCGs and Chief Executives/Accountable Officers. The document was discussed at the STP on 18th June 2018 and will be reviewed by CLG on the 29th June. Initial feedback responses have been received pointing to further work to enhance the document. It was noted that this is a starting point, which will stimulate debate and discussion to inform later versions.

2.2.2 Praise was given for the work undertaken to produce the Clinical Strategy. It was suggested this could be built on and developed with more clinical engagement. Dr Helen Hibbs informed members that the next ICS Development Workshop on 2nd July will be reviewing and building on the Clinical Strategy, with invites being extended to as many clinicians as possible. Once sign off has been achieved from CLG, the strategy will formally be presented to the JCC to review (July JCC). It was confirmed comments and responses should go to Angela Poulton, Prof. Nick Harding and/or Sally Roberts.

2.3 Programme Performance

2.3.1 Angela Poulton presented the STP performance reports produced by the NHSE STP programme office. It was noted that A&E 4-hour performance continues to be challenging but it is notable that Royal Wolverhampton are now meeting the standard with improvement being seen at Walsall. 62-day cancer target performance continues to not be met, partly

due to tertiary referral delays but also capacity issues. Dr Helen Hibbs informed that Royal Wolverhampton is National outlier for Cancer 62 day target. The Cancer Alliance is involved and is going to put a manager into Royal Wolverhampton for support. They are tracking at patient level data in the CCG. The 104 day waits are reducing which can affect the increase in 62 day wait. There is a plan and trajectory. There are weekly calls. The STP is meeting the target for Delayed Transfers of Care.

- 2.3.2 Dr Helen Hibbs reported that TCP trajectories continue to not be met owing to the number of admission and there is close monitoring by NHS England. There is a deep dive scheduled for the end of next week. There have been some improvements. The workshop under the pathway group focussed on how to work differently and achieve a standardised approach. The providers are working better with CCGs. The new community model commissioning specifications have been sent to governing bodies. It was noted it was important to commission the intensive support team to reduce admissions as the placements in the community need support. There are challenges with regards Local Authority engagement arising out of the financial risk and risk posed by forensic patients being in the community, and a meeting with the four Directors of Adult Social Services has been scheduled.

Mike Abel left the meeting.

- 2.3.3 There was discussion about the impact of keeping inpatient beds open in relation to staff being released to work within the community model of provisions. Concerns continue regarding the risk that admission rates do not fall owing to the way providers operate, and the result financial risk which CCGs will have to bear. It was agreed that work is required on a longer term financial strategy that creates the right incentives. With regards to changes to inpatient provision and bed numbers, there was a discussion regarding the need for engagement versus consultation and the need to remain sighted on where the opportunity to influence sits in any process. Dr Helen Hibbs informed members that there would be a presentation to all the Oversee and Scrutiny Committees and Health and Well Being Boards, which will inform the need for public engagement or consultation.

- 2.3.4 James Green emphasised the importance of the need for a longer term financial plan and the risk of the provider. The need for an options appraisal to agree the approach that will best allow the CCGs to manage the risk was agreed. Despite the risks identified, this should not stop the progression of the contract variation and service model implementation. It was noted that not having the community model in place was leading to patients being referred out of area. Once the approach to risk management from health's perspective is agreed, it was agreed that there would be benefit in understanding of the issues being faced by Councils.

Action: Chief Finance Officers to review the long term financial management of TCP and a progress report to be given in July JCC.

- 2.3.5 Laura Broster gave an update on the Memorandum of Understanding for Personalised Care. This has been signed. The money should be received from NHS England this month. There are leads identified from each CCG that are aware of the trajectory targets. There should be a programme management post appointed within the next couple of months. Paula Furnival has been very engaged in the process.

2.4 Specialised Services

- 2.4.1 Angela Poulton provided the information that had been gathered by Midlands and Lancashire CSU staff, supplied by Arden and GEM CSU regarding specialised services. Access to the NCDR portal has not been possible and the information is based upon provider SUS information. The request the committee had made was to identify the activity

and spend by each of the 4 CCGs on specialised services and to identify those services that are high volume and low cost that may no longer be considered ‘specialised’ and that could be commissioned by CCGs. The information still does not show activity/spend against contact/budget. Initial analysis of the data shows significant data quality issues, and it is unclear whether AGEM undertake any validation work. Angela Poulton stated that the Committee needs to source information from Specialised Services going forward.

- 2.4.2 Dr David Hegarty pointed out the notable lack of engagement from Specialised Commissioning, the consequence of which is that the JCC have been unable to get any meaningful data. Paul Maubach suggested the STP needs to understand the strategic position regarding Specialised Commissioning. It was suggested there could be the previous two tier model; some services commissioned at individual STP levels and others at a West Midlands level. Dr Helen Hibbs noted the response from Rachel O'Connor had been positive and that Alastair McIntyre had informed her that no decision had been made regarding delegation. Dr David Hegarty suggested Prof. Nick Harding raising the issue with the wider CLG forum with Kiran Patel. Dr Helen Hibbs informed she will mention this to Rachel O'Connor when their meeting is arranged.

2.5 PSO Update

- 2.5.1 The advert is out for the STP Portfolio Director. There are a number of interested applications and the interview date has been fixed. The funding has been agreed in part. There will be some funding through the STP work, and then potentially the JCC. There is technical infrastructure in place for file sharing. Folders are currently being built on the shared drive. There is temporary programme support being given from Wolverhampton staff. This is a short term solution. They will be implementing programme mandates and briefs. There will be high level milestone plans for delivery for projects that are underway.

2.6 Cancer Alliance

- 2.6.1 Angela Poulton referred the committee to the paper supplied by Paul Tulley for information. The purpose of the paper was to ensure the committee were aware of the governance arrangements in place in relation to the Cancer Alliance and the resources identified to work on improving cancer services provision. There are commissioning leads in each of the CCGs that Paul Tulley is working through with Dr Simon Grummett, Black Country Clinical Lead for Cancer. The existing commissioner working group will extend to include the acute hospital Cancer Managers going forward. The transformation funding made available will fund additional posts as outlined.
- 2.6.2 Paul Maubach noted there seems to be a recurrent solution to appoint to non-recurrent set posts. There is a risk to this. There would need to be a permanent solution. It was suggested a more sustainable workforce solution would need to go on the risk register. Dr Helen Hibbs noted that some of the posts are short term programmes and therefore require short term support. It was agreed to have the non-recurrent posts as short term, but to include a long term solution on workforce to the risk register.

3. DECISIONS REQUIRED

3.1 Future Support for JCC

- 3.1.1 Angela Poulton reported that she had been advised to speak to NHS England to see if they could provide interim cover to support the JCC. Jo-anne Alner had agreed to provide cover until a permanent solution is found. Jo Melling will be supporting in the absence of Jo-anne Alner. There was some discussion about this and it was agreed that the Accountable Officers would meet to discuss future JCC support. It was agreed that the committee needs

to be effective and appropriately supported. Thanks were given to Angela Poulton for her support and work with the JCC.

Action: Accountable Officers to discuss an alternative solution for support for the JCC.

Steven Marshall entered the meeting.

3.2 STP Individual Placement Support Service

- 3.2.1 Steven Marshall gave an overview of the Individual Placement Support Service (IPS). The Five Year Forward View specifications outline key provisions for IPS across the STP. There are a number of waves for funding. The funding application was developed by Dudley and Walsall Mental Health Trust who are current providers of this. There will be funding for two years. The services specification was developed out of the actual submission. This was approved by NHS England. There are in process of joint arrangement for working up and implementation. There was a commitment to years three and four for a sustainability of funding. This has been sent to all finance directors of the CCGs. There is a deficit in provision of that supply in Wolverhampton and Sandwell and West Birmingham. The service specification has been agreed by Wolverhampton CCG Commissioning Committee. This is going to governing bodies on 10th July. There are three items outstanding; QIA, PIA and EQIA. As the bid was developed by the provider and the service provider is a consequence, so the service providers need to do this too for their governance.
- 3.2.2 Paul Maubach suggested there will need to be a plan and review after the funding ends in two years and how to commission at that point. Steven Marshall noted this will be the same to a certain extent for the Perinatal Service as the funding will drop into the CCG baseline. It was confirmed, as this is new money, the host CCG can approve but the information will go to other CCGs so they are aware.

4. SUBGROUPS UPDATE (CONSENT AGENDA)

- 4.1 There were no comments or issues raised.

5. SUMMARY OF ACTIONS AND ANY OTHER BUSINESS

- 5.1 There was no other business to discuss.

6. DATE OF NEXT MEETING

Thursday 12th July, 10:00-12:00, Board Room, Dudley CCG, 2nd Floor, BHHSCC, Venture Way, Brierley Hill, DY5 1RU

JCC Action Log

| No. | Date | Action | Lead | Status Update |
|-----|---------------------------|---|---|---|
| 075 | 10th Jan 2018 | James Green and Matthew Hartland to develop a plan on how to undertake the necessary diligence to support the Black Country STP becoming an ICS in the future, for report back at the July JCC meeting. | James Green and Matthew Hartland | |
| 076 | 10 th Jan 2018 | Simon Collings to provide the finance and activity data for Specialised Services provided for Black Country registered patients at future JCC meetings. | Simon Collings | |
| 091 | 22 nd Mar 2018 | Clinical chairs to discuss CLG links into workstreams and the PMO to ensure there is no duplication of work. | Dr Anand Rischie | 21/06/18 This will follow up with the refreshed clinical strategy and regular updates |
| 092 | 22 nd Mar 2018 | Paul Maubach to share details of the new Dudley MCP Foundation Trust once the case is finalised circa July. | Paul Maubach | 21/06/18 This will be available in August |
| 094 | 22 nd Mar 2018 | Angela Poulton to use a future JCC Joint Executive Development session to consider what commissioning an alliance looks like. | Angela Poulton | |
| 095 | 22nd Mar 2018 | Angela Poulton to support Prof Nick Harding the production of a refreshed clinical strategy to identify priority areas and how to progress delivery, for presentation at a future meeting. | Angela Poulton/ Nick Harding | 21/06/18 1 st draft being discussed at CLG meeting 29/06/18. Report to July JCC. |
| 097 | 10 th Apr 2018 | Local Authority representatives to be invited to the Clinical Leadership Group meetings. | Charlotte Harris | 21/06/18 This is on hold until the Clinical Strategy is finalised |
| 098 | 10th Apr 2018 | Prof. Nick Harding to ensure the findings of the acute sustainability review are fed into the final clinical strategy. | Nick Harding | |
| 099 | 10th Apr 2018 | Prof. Nick Harding as Chair of the Clinical Leadership Group to write to all Trusts requesting representation at meetings. | Nick Harding | 21/06/18 This is on hold until the Clinical Strategy is finalised |
| 100 | 10th Apr 2018 | Dr Anand Rischie to discuss with Prof Nick Harding how to engage Local Authority colleagues in the work of the Clinical Leadership Group, including the working groups, before the next JCC meeting | Anand Rischie | 21/06/18 This is on hold until the Clinical Strategy is finalised |
| 102 | 10 th Apr 2018 | Angela Poulton to speak to Prof. Nick Harding regarding adding Strategic Commissioning as a CLG agenda item. | Angela Poulton | |
| 104 | 10 th Apr 2018 | The Accountable Officers to discuss governance arrangements for TCP. | Andy Williams/ Helen Hibbs/Paul Maubach | 21/06/18 There are ongoing discussions through the TCP programme |
| 105 | 10 th Apr 2018 | Dr Helen Hibbs to arrange a meeting with Rachel O'Connor to discuss Specialised Services. | Helen Hibbs | 21/06/18 Contact has been made. A meeting is due to be arranged shortly |

| No. | Date | Action | Lead | Status Update |
|-----|----------------------------------|---|---|---------------|
| 109 | 21 st June 2018 | Dr Rischie to schedule a meeting between the clinical Chairs to review the draft Clinical Strategy | Anand Rischie | |
| 110 | 21 st June 2018 | Charlotte Harris to restructure the agenda to include formal delegations and issues of common interest. | Charlotte Harris | |
| 111 | 21st June 2018 | Angela Poulton, Paul Maubach and Jim Oatridge to populate the Risk Register | Angela Poulton (to transfer to replacement officer) | |
| 112 | 21 st June 2018 | Chief Finance Officers to review the long term financial management of TCP and a progress report to be given in July JCC. | James Green/ Matthew Hartland/ Tony Gallagher | |
| 113 | 21 st June 2018 | Accountable Officers to discuss an alternative solution for support for the JCC. | Andy Williams/ Helen Hibbs/ Paul Maubach | |