

## Chief Officer's Report

<b>Agenda Item 10 Paper 5</b>	
<b>Author:</b>	Ralph McCormack, Interim Chief Officer
<b>Relevant Committees or forums that have already reviewed this paper:</b>	None
<b>Action required:</b>	To note
<b>Attached:</b>	None
<b>CCG Strategic objectives relevant to this paper:</b>	Core business: relevant to all / most objectives
<b>Risk</b>	There are no risks on the assurance framework and / or risk register relating to items in this report.
<b>Compliance observations:</b>	<b>Finance:</b> The FRP was presented at the Council of Members meeting
	<b>Engagement :</b> There has been extensive engagement on the future of local community hospitals
	<b>Quality impact:</b> The community hospitals consultation is subject to a quality impact assessment
	<b>Equality impact:</b> The community hospitals consultation is subject to equality impact assessment
	<b>Privacy impact:</b> No issues at this stage
	<b>Legal:</b> The community hospitals consultation is a statutory requirement.

## **EXECUTIVE SUMMARY**

### **1. New Governance Structure – first two months**

Since the last Governing Body the new Governance structure for the CCG has had a chance to start work in earnest. Many aspects of this are familiar but I am pleased to report that the key changes are already having a significant impact. The clinical cabinet has now had two meetings and is giving the CCG a very different and much more integrated perspective on change and clinical priorities. The new Clinical Directors are also proving very valuable in terms of providing a focus and leadership to our clinical work.

The new Executive Management team is also working effectively and I can see much clearer accountability at Executive level for key deliverables. In particular we have a much stronger focus on risk (see below) – at our last formal meeting the Chief Finance Officer presented a very concise overview of operational and corporate risks in the areas of finance and contracting and other directors are presenting in their areas over the next few weeks.

### **2. Risk Management**

You will notice that there is no formal risk report on the Governing Body agenda this month as we go through a transitional period from the old arrangements to the new. Whilst risk management has not stopped, we are currently focusing on working with the Executives and the Heads of Service to separate out corporate and operational risk, allowing the Governing Body to focus on the former. Committees will still take an overview of the broader operational risk and will advise the governing body on areas it thinks need to be escalated.

At a recent Executive Team Meeting we did a review of risks that the Chief Finance Officer is responsible for and identified those areas that needed to be operationally managed within the organisation and those that the Governing Body needed to be sighted on. Equally importantly we had shared ownership of the risks as an EMT and through this exercise are able to more effectively support each other to manage and mitigate them.

In tandem with this we have a project manager undertaking the infrastructure work on the implementation of Datix which will give us a truly integrated, web based system for bringing together risks, incidents, complaints and Freedom of Information. We are particularly interested in areas of the country where this system has been used to enable GPs to report in, simply and effectively through the web based system, where they wish to raise risks or concerns about a supplier's quality. A recent site visit to Oxfordshire CCG illustrated the significant potential for this to improve service quality and commissioning through intelligent feedback.

At the July meeting we will bring a revised Risk Management Strategy, corporate risk register, and assurance framework to the Governing Body that will support the work of the CCG over the remainder of the year. In the meantime the existing Arrangements continue to operate to ensure risks are managed during the transitional period.

### **3. Community Hospitals Consultation**

On 5 May our public consultation on proposed changes to how care is provided at the community hospitals in our area came to a close. The consultation ran for over 14 weeks and involved more than 45 events and meetings with community groups to seek people's views on the four options that were put forward.

I would like to thank everyone who took the time to get involved in the consultation, by completing our questionnaire, attending an event or writing to us. All the feedback we received is currently being independently analysed and collated into a consultation report. The Governing Body will consider the feedback we received as part of the consultation when they decide on next steps at our Governing Body in public on 29 July. We will publish the consultation report on the website for anyone who is interested in seeing a summary of the feedback we received.

I also want to thank colleagues at the CCG, particularly our urgent care and communications and engagement teams, for all their hard work in both the review and consultation process and for delivering such a comprehensive engagement programme.

#### **4. Council of Members meeting**

We had a very well attended and successful Council of Members meeting on the 12<sup>th</sup> May. The level of engagement at these meetings reflects the messages in the 360 Degree feedback (below) about practice engagement. The agenda focused on:

- The Annual Report (including the revised member's statement)
- Finance and Financial Recovery
- Surrey Heartlands Sustainability and Transformation Partnership
- The General Practice Forward View and CCG primary care strategy
- Feedback from the 360 Degree Survey

#### **5. Leatherhead Hospital set for new £500,000 x-ray suite**

Following a generous donation from the League of Friends, Leatherhead Hospital is to benefit from a new state of the art x-ray machine and refurbished x-ray suite. The League of Friends are donating over £500,000 to fund the project and work has now started.

The digital x-ray machine will replace the existing analogue equipment and enable a more comprehensive radiography service to be provided at the hospital. The new modern system will be able to carry out routine, as well as more complex, procedures not currently offered at the hospital, provide better quality images, and mean more people can access x-ray services locally.

The new machine, complete with refurbished waiting area, is scheduled to open in summer 2016. A temporary x-ray facility has been set up so that patients can continue to access x-ray services whilst the improvements take place.

#### **6. 360 Degree feedback**

As part of our NHS England assurance process, each year we invite stakeholders (including all member practices, local providers and neighbouring CCGs) to take part in our 360 degree survey. This helps us find out how we're doing as an organisation. We have just received the results of the 2016 survey and are pleased to report that we have seen continual improvement for us as a CCG in many areas. Key findings included:

- 83% of respondents felt improving patient outcomes is a core focus for us
- 81% felt satisfied in how we have engaged with them over the last 12 months, which was above the national average
- 77% felt their working relationship with the CCG has got better over the last 12 months, also above the national average
- 83% agreed that there is strong clinical leadership of the CCG, an improvement on last year
- 91% of member practices who responded said they can participate in our decision making
- 87% of member practices who responded said they are able to take a leadership role in our CCG if they want to

We still have more work to do and our focus now will be on the areas where the feedback was less positive, which include perceptions of how we monitor quality. Whilst we have comprehensive systems in place to monitor quality, we do need to ensure others are sighted on this work so this is an area we will be addressing.

## 7. Nurses Day

On 12 May, the birthday of Florence Nightingale, we came together to celebrate international Nurse's Day. It was a great opportunity to recognise the hard work and dedication of nurses and healthcare assistants in Surrey Downs, where they play a crucial role in the local health system.

We found a unique way to celebrate and invited nurses who work with us to enjoy tea and cake, and see a demonstration of a new "Simulance" vehicle, kindly loaned to us by South East Coast Ambulance Service. The state-of-the-art vehicle gave clinicians the chance to practise their clinical expertise in a life-like situation and includes a human patient simulator which can mimic any clinical situation.

As a CCG we directly employ around fifty nurses and we also work closely with about a hundred more at our GP practices so it was great to see so many of them getting involved and joining in the celebrations. I would like to thank Mercedes Winnan, our Primary Care Workforce Tutor, for all her hard work in making the event such a success.

## 8. Developmental work - Clinical leadership programmes and Heads of Service Development

I am delighted to report that the clinical leadership programmes have been so heavily subscribed that we have decided to run an additional (third) cohort. This is a real testament to the increased clinical engagement taking place across the organisation, and the willingness of Surrey Downs clinicians to step up into leadership roles. We believe this will have a lasting and beneficial impact on services locally over years to come.

I am also pleased to report that the work we have commissioned to support heads of service with their collective and personal development has now started in earnest. We had a go live day on the 17<sup>th</sup> May which was well attended and demonstrated that there was real enthusiasm for working well together to deliver the CCG's objectives.

## 9. Health and Wellbeing Board

At a meeting in January 2016 the Health and Wellbeing Board (the Board):

- Received a presentation on the implementation of Surrey Heath CCG's integrated care teams
- Received an overview of the financial challenges facing Surrey County Council following the final local government finance settlement and those facing Surrey's six Clinical Commissioning Groups (CCG) in light of the CCG allocations 2016/17 – 2020/21
- Received a presentation on work undertaken by the CCGs and SCC to support the aims of the NHS' Five Year Forward view through the creation of a digital roadmap that supports the integrated and efficient delivery of health and social care services in Surrey.
- Received updates on the Board's 'Improving children's health and wellbeing' and 'Developing a preventative approach' priorities.

The next public meeting of the Board will be held on 9<sup>th</sup> June 2016.

**Date of paper**

18<sup>th</sup> May 2016

**For further information contact:**

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