

## Chief Officer's Report

**March 2017**

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| <b>Author:</b>   | Ralph McCormack, Interim Chief Officer |
| <b>Audience</b> (delete those that do not apply / add as necessary): | Governing Body                         |

### EXECUTIVE SUMMARY

This Month's Chief Officer's Report covers the following:

1. NHS England Assurance Meeting
2. Executive and Governing Body arrangements from 1st April
3. 360 degree stakeholder survey
4. Information Governance (IG) toolkit submission
5. Local service developments
6. Continuing healthcare update
7. KSS awards success
8. Inpatient mental health services update (transfer of Delius and Elgar wards)
9. Surrey Health and Wellbeing Board update

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### GOVERNANCE SUMMARY

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| <b>Compliance:</b> | <b>Finance:</b> Item 1 covers the CCG's success in terms of financial recovery in 2016/17               |
|                    | <b>Engagement :</b> See item 3 (360 degree stakeholder survey) and item 9 (health and wellbeing board). |

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|   | <p><b>Formal impact assessments:</b> Impact assessments will be conducted in relation to item 8 (Surrey and Borders)</p> <p><b>Risk:</b> No specific issues</p> <p><b>Legal:</b> No specific issues</p>  |
| <p><b>CCG principal objectives relevant to this paper</b><br/>(delete those that do not apply):</p> | <p>P1) Deliver the Financial Recovery Plan, based largely on a successful transformational QIPP programme</p> <p>P4) Ensure that the CCG's organisational development programmes support the delivery of both strategic objectives and business as usual.</p>  |
| <p><b>CCG Operating plan objectives relevant to this paper</b>(delete those that do not apply):</p> | <p>OP3) Enabling work programmes</p>   |
| <p><b>CCG core functions relevant to this paper</b>(delete those that do not apply):</p>            | <p>CSF1 Commissioning of services, including patient choice</p> <p>CSF2 Meeting required national and local performance standards</p> <p>CSF4 Compliance with standards including patient safety</p> <p>CSF6 Patient and public engagement</p> <p>CSF7 Governance and leadership, including standards of conduct</p> <p>CSF16 Employer responsibilities including senior appointments and remuneration</p> <p>CSF17 Continuing healthcare</p> <p>CSF18) Collaborative arrangements – NHS, local authority and other</p> <p>CSF19 Public health responsibilities including child poverty</p> <p>CSF20 Sustainable development</p> <p>CSF21 Supporting Health and Wellbeing including Joint Strategic Needs Assessment</p> |

## 1. NHS England assurance meeting

In February we had our annual assurance meeting with NHS England which they subsequently followed up in writing. In this feedback NHS England stated it:

- has been impressed with the way that Surrey Downs CCG has managed the directions placed upon it, and managed the financial position of the CCG (the CCG is on track for reporting the £9 million pound deficit, which is a £9m improvement on last year)
- noted that if the CCG had a permanent Accountable Officer the directions could be lifted
- recognises the positive contribution of the CCG to the STP strategy and the work that has commenced on its delivery, particularly on the area of primary care
- noted the good work that has been done in Surrey Downs on dementia, Improving Access to Psychological Therapies and mental health, which are all on target to meet the standards.

I would like to thank everyone who contributed to this work and in particular to the very successful assurance meeting last month.

## 2. Executive and Governing Body arrangements from 1st April

Following the assurance meeting and our continued 'green' rating for quality of leadership, it is important to ensure that Surrey Downs maintains momentum in this area in the new financial year. I would therefore like to formally record the changes that are being put in place and ask that the Governing Body agree (whilst acknowledging the inherent risk) that these are positive steps towards maintaining business continuity. These have been explored in the Remuneration and Nominations Committee, and in dialogue with NHS England, and I believe we have arrived at some very practical and workable short-term arrangements.

- From the 1<sup>st</sup> April our Clinical Chair, Dr Claire Fuller, will move into the Lead Executive role and become the Accountable Officer for the CCG.
- Peter Collis, Lay Member for Governance on the Governing Body and deputy Chair, will take on the acting Chair role.

As you know, both Claire and Peter have undertaken these roles before for a short period at the end of 2015 in order to provide continuity under similar circumstances.

In addition:

- Recruitment is currently underway for an Accountable Officer that will be shared across Surrey Downs, North West Surrey and Guildford and Waverly Clinical Commissioning Groups. We hope to appoint to this role at the end of March.

- Andrew Demetriades, who has worked with Surrey Downs CCG in the past, will be working alongside James Blythe until his departure on 25<sup>th</sup> April, and staying with the CCG pending new executive arrangements under the new Accountable Officer, once appointed.
- To support Peter, and to avoid any conflict of interest, I am recommending that Jonathan Perkins moves into an Acting Deputy Chair role and also takes over the chairmanship of the Audit Committee. This is particularly important given that we are preparing our Annual Report and Accounts and this needs to be overseen, in Committee Chair terms, by someone other than the CCG Chair.
- I would also like to propose that, for the same reason, Jonathan temporarily takes on the role of Conflict of Interest Guardian.
- Dan Brown will be progressively taking over the Chief Finance Officer role from Matthew Knight, who leaves at the end of May, and they will be working closely together during the transitional period, with support from the finance team at NHS England.
- Our Chief Nurse, Eileen Clark, will be taking on the role of Interim Director of Clinical Performance and Delivery when Steve Hams leaves us at the end of March.
- An appointment process is being undertaken to find a replacement for Dr Tim Powell, one of our GPs on the Governing Body, who is stepping down at the end of March.

NHS England has worked closely with us on these transitional arrangements and is a partner in the appointment of the new Accountable Officer (AO). Whilst I recognise that these are significant changes, I also want to provide reassurance that the arrangements we have put in place will give the continuity Surrey Downs CCG needs as an organisation as it moves forward.

### **3. 360 degree stakeholder survey**

As part of our NHS England annual assurance process, each year we invite some of our key stakeholders to take part in our 360 degree stakeholder survey process to seek their views on how the CCG engages with them and identify any areas for improvement. We expect to receive feedback from our survey in the next few days but in the meantime I wanted to take this opportunity to thank everyone who took part in the survey and gave their views. I am also delighted to report that we had one of the highest response rates nationally, with 86% of our stakeholders responding to the survey, which is very positive. Once we have our final report we will use the feedback to help improve how we work with local partners and our member practices.

#### **4. Information Governance (IG) toolkit submission**

I am pleased to confirm that the CCG has submitted a 'compliant' self-assessment as part of the IG toolkit and that this rating has been validated by our external auditors. This is particularly significant given the powers that the Information Commissioner has to regulate and if necessary fine organisations whose poor information governance practice causes significant breaches of the law.

#### **5. Sustainability and Transformation Plans and Surrey Heartlands**

As you are aware (and as is highlighted on our Governing Body agenda for 31<sup>st</sup> March) the CCG is working with local partners, both in Surrey, and in south west London, to make sure healthcare services are sustainable in the longer-term, through what are known nationally as Sustainability and Transformation Plans.

Essentially, these plans are about looking at where we can work together more closely to improve care and make the best use of resources. We want services to be more integrated and joined up for patients and we also want to reduce variation in care and health outcomes for local people. This is a direction of travel that has considerable clinical support and we have a large and very enthusiastic group of doctors and other clinicians who are seeking to improve services within the STP framework.

Although there have been concerns voiced, particularly in the national media, this work hasn't been happening in secret. In fact, we understand we were the only group in country to have approved our draft plan at a public meeting – and we did this because we wanted to be open and transparent about everything we are talking about. We are also leading a major piece of engagement work with residents across what's known as the Surrey Heartlands area (which includes Surrey Downs, Guildford and Waverly and North West Surrey CCGs) to make sure local people can have their say and are helping to shape our plans. This engagement is happening through a programme of deliberative research, through our Stakeholder Reference Group and through all of our well established channels of engagement across the Surrey Heartlands area.

The plans for Surrey Heartlands and South West London are available to read – both on our website and on the south west London site – so if you are interested, please take a look and encourage more people to get involved and share their views.

#### **6. Sexual health services**

Surrey County Council has jointly re-procured sexual health services for Surrey with NHS England (who are the lead commissioner for HIV services) and are currently in the mobilisation phase with the new provider, Central and North West London NHS Foundation Trust.

We are aware of some concerns about where sexual health services will be provided in future under this new model, and possible changes to some locations, and we have been actively feeding these concerns back to Surrey County Council. We continue to work with colleagues in public health and NHS England to seek urgent clarification on service locations in the Surrey Downs area to ensure our local population continue to have good access to these services locally. We will ensure this information is widely shared as soon as we receive confirmation of future locations.

## **7. Continuing healthcare update**

You will recall that at the last Governing Body meeting we discussed concerns raised in the national media relating to patients having to sell their properties to meet ongoing care needs as a result of limits being placed on continuing healthcare funding. NHS England has sought additional assurance that restrictive practices are not being used.

I would like to give assurance that such practices do not exist in Surrey. Each case is taken on its individual merits and the continuing healthcare clinical team work extensively with patients, their carers and providers to ensure good outcomes for clients, as well as best use of NHS resources.

## **8. KSS awards success**

On 1 March we celebrated innovation and leadership as two of our healthcare leaders were jointly recognised at the NHS Kent, Surrey and Sussex Leadership and Innovation Awards in Brighton. The NHS Kent, Surrey and Sussex Leadership Collaborative help to support health professionals to access national leadership programmes and their regional yearly awards celebrate outstanding achievements in this field.

Our Clinical Chair at Surrey Downs CCG, Dr Claire Fuller and Lorna Hart, Deputy Director of Urgent Care and Integration, were equally awarded for their work in the 'Leading and Developing People' category. Both are influential figures at Surrey Downs CCG and champion a positive working culture, ensuring that staff and stakeholders can participate in all areas of work. I would like to congratulate them both on their respective contributions.

I would also like to congratulate the CCG's communications and engagement team who were finalists in the Lay engagement category, for their work on the community hospital review.

More information can be found on the CCG website at <http://www.surreydownsccg.nhs.uk/get-informed/news/>

## **9. Inpatient mental health services update (transfer of Delius and Elgar wards)**

As we discussed at our last meeting, Delius and Elgar wards, (in Langley Wing at Epsom General Hospital), have been temporarily relocated by Surrey and Borders Partnership NHS Foundation Trust to Chertsey on the grounds that the environment was not consistent with a good patient experience.

Just over a year ago the trust completed the development of a new state-of-the-art hospital with therapeutic surroundings that aid recovery in Guildford (Farnham Road Hospital). It is now actively planning the next in-patient development and in May last year held three public workshops to talk to stakeholders ahead of a full public consultation at a later date. Surrey Downs CCG will be supporting this by participating in 'Committees in Common' with Surrey and Borders and other Surrey CCGs that will consider the future options and the process for consultation.

## **10. Surrey Health and Wellbeing Board update**

At its last meeting on 9<sup>th</sup> March the Board discussed the following issues:

- A case study highlighting progress related to health and social care integration in Surrey
- The process for developing Surrey Clinical Commissioning Group annual reports and operating plans and how the Board would be involved
- Progress against the improving children's health and wellbeing priority within the Joint Health and Wellbeing Strategy
- Progress against the Improving Older Adults' Health and Wellbeing priority
- Role of the voluntary, community and faith sector (VCFS) in Surrey

Further information is available at <http://www.healthysurrey.org.uk/about-us/>