

Minutes *(unconfirmed)*

Meeting Name: NHS Cheshire CCG Governing Body

Date/Time: **Thursday 16th April 2020**
09:00 – 12:49

Format:



Chair: **Dr Andrew Wilson**

Voting Members in Attendance

| Name | Role | Attending |
|-------------------------|--|------------------|
| Dr Lesley Appleton | GP Member | ✓ ☎ |
| Dr Mike Clark | GP Member | ✓ ☎ |
| Suzanne Horrill | Lay Member | ✓ ☎ |
| Dr Fiona McGregor-Smith | GP Member | ✓ ☎ |
| Peter Munday | Lay Member | ✓ ☎ |
| Dr Gwydion Rhys | GP Member | <i>Apologies</i> |
| Lynda Risk | Executive Director Finance & Contracting | ✓ ☎ |
| Pam Smith | Lay Member | ✓ ☎ |
| Clare Watson | Accountable Officer | ✓ ☎ |
| Wendy Williams | Lay Member | ✓ ☎ |
| Dr Andrew Wilson | Clinical Chair | ✓ ☎ |

Others in Attendance

| Name | Role | Attending |
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| Ian Ashworth | Director of Public Health, CWAC | <i>Apologies</i> |
| Tracey Cole | Executive Director Strategy & Partnerships | ✓ ☎ |
| Mandi Cragg | EA to Clinical Chair | ✓ ☎ |
| Matthew Cunningham | Director of Governance & Corporate Development | <i>Apologies</i> |
| Neil Evans | Executive Director Planning & Delivery | ✓ ☎ |
| Chris Lynch | Co-opted Lay Member | ✓ ☎ |
| Matt Tyrer | Interim Director of Public Health, CEC | <i>Apologies</i> |
| Paula Wedd | Exec Director Quality, Safeguarding & Patient Experience | ✓ ☎ |

| Ref. | Discussion and Action Points | Action |
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| 1.0 | Committee Management | |
| 1.1 | <p>Welcome and Chair's Comments</p> <p>Dr Andrew Wilson welcomed everyone to the inaugural meeting of the Governing Body of NHS Cheshire CCG; recognising the significant work which had been completed to get to this point. Dr Wilson stated that it was an extraordinary feat to bring four CCGs together without external support and to continue with business as usual.</p> | |

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| | <p>Thanks were then given to all health and social care staff and others across the local health economies who are working really hard during the coronavirus pandemic. Particular thanks were given to the CCG membership, general practice and to all CCG staff, whose work is so important and made all the more difficult by social distancing and remote working.</p> <p>It was established that the meeting was quorate.</p> | |
| 1.2 | <p>Apologies</p> <p>Apologies were received from Matthew Cunningham, Ian Ashworth, Dr Gwydion Rhys and Matt Tyrer.</p> | |
| 1.3 | <p>Declarations of Interest</p> <p>Governing Body members and those in attendance confirmed that they had no further declarations of interest other than those already held on the CCGs Register of Interests, with the exception of Dr Michael Clark who declared that his practice was part of an Oxford University study related to Covid-19. Dr Clark added that the research would benefit the CCG; however the practice would also gain financially from its involvement in the research.</p> | |
| 1.4 | <p>Minutes of Previous Meetings</p> <p>The minutes of the Governing Bodies in Common meeting of NHS Eastern Cheshire CCG, NHS South Cheshire CCG, NHS Vale Royal CCG and NHS West Cheshire CCG from 19th March 2020 were agreed as an accurate record of the meeting with the following minor amendments:</p> <ul style="list-style-type: none"> • Page 7 – Should state that the 2019/20 position has been agreed with acute Trusts, not their contracts have been agreed. • Page 8 – The forecast outturn of NHS Eastern Cheshire CCG should read £3.78m deficit. • Page 13 – under 5.3 – remove the line about the Governance & Audit Committee starting to look at staffing risks. This is inaccurate and not within the remit of the Committee. | |
| 1.5 | <p>Matters Arising & Action Log</p> <p>There were no matters arising.</p> <p>Action 9 - Action completed, closed. Action 10 - Action completed, closed. Action 11 - Action completed, closed. Action 12 - Action completed, closed.</p> | |
| 2.0 | Public Q&A | |
| 2.1 | <p>Questions Received from Mr Gordon Cairns, Co-Chair West Cheshire Mental Health Partnership Board and Secretary West Cheshire Mental Health Forum in Relation to the Transforming Care Update</p> <p>1. Can you tell me why the quarterly report for Transforming Care has only one mention of autism on the title page and nothing in the paper (all learning</p> | |

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| | <p>disabilities in paper) when big things have gone on in local Autism Service in Cheshire?</p> <ol style="list-style-type: none"> 2. Breach's [sic] of 62 day waits for cancer treatment across Cheshire up again and 104 week waits up with more in all areas worse than when my last question went in 2 months ago action plan doesn't seem to have worked. 3. There seems to have been a miraculous increase in health checks for people with learning disabilities. I notice a caveat that these might not be right data. 4. Nothing about mental health again in the papers. <p>Dr Andrew Wilson advised that Mr Cairns will be issued with a formal response from the CCG, and Tracey Cole and Neil Evans commented as follows.</p> <ul style="list-style-type: none"> • Q1 - An autism update will be provided under item 6.3. • Q2 – Neil Evans advised that a full written response would be provided to Mr Cairns, but added that the 62-day waits percentages could be quite volatile, due mainly to the low numbers of cases. Performance is not where it needs to be and the CCG is working closely with providers to understand the challenges. There are significant pressures around Covid-19; for example East Cheshire Trust's Head and Neck pathway is currently suspended due to the pandemic. • Q3 – Updates around health checks for people with learning disabilities will be provided under item 6.3. • Q4 – Tracey Cole agreed with Mr Cairns' comments, but advised that work is in progress on use of the Mental Health Investment Standard and that a full report will be brought to the Governing Body in May 2020. In addition there are some new mental health developments, particularly in light of the increased pressure due to coronavirus which will also be discussed more fully at the meeting in May. | |
| 3.0 | Standing Items | |
| 3.1 | <p>Chair's Update</p> <p>Dr Andrew Wilson gave a verbal update as follows:</p> <ul style="list-style-type: none"> • Dr Wilson chaired a newly formed CCG Committee Chairs meeting on 15th April. The first meeting focussed on Covid-19 and developing support across the Committee meetings during the pandemic. | |
| 3.2 | <p>Chief Officer's Update</p> <p>Clare Watson introduced her report, giving further updates on the following areas:</p> <p><u>Vision & Values</u> The CCG Vision and Values which were recently shared with the Governing Body will be reviewed by the Executive Team next week. The world looks very different now, and colleagues would like to see 'courage' reflected here. The revisions will be shared with the Governing Body.</p> <p><u>Covid-19</u> Thank you to everyone involved in Covid-19 work. There have been 449 confirmed cases across Cheshire with 69 deaths in hospitals. There have also been deaths in the community. The CCG would wish to extend its sympathy to the family and friends of those who have died.</p> | |

There are daily updates and the call is managed by a senior team leader. There are strong governance arrangements in place around incident management, with daily notes, and action/decision logs and reporting cards. A number of communications have come down nationally and the CCG sends daily updates to partners, staff and GP practices.

New ways of working work has set the CCG in good stead, and various technological solutions have been utilised to enable staff to keep in touch and work remotely.

Risks and mitigations have been added to the Governing Body Assurance Framework.

Other Updates Included:

- There has been a small TUPE delay for CHC staff.
- Countess of Chester Hospital open day – thanks was given to Susan Gilby for inviting CCG representatives. There was evidence of lots of really good work from a key partner.
- A new approach to commissioning third sector grants was unveiled, and a new partner to oversee this will be confirmed by a bidding process.
- The launch of NHS Cheshire CCG was not a number one priority due to the coronavirus pandemic. There was a quiet launch with a professional welcome pack which was received well by partners.
- The Schemes of Reservation and Delegation were signed off on 1st April and have been published on the CCG website.
- All CCGs have been given additional time to submit annual reports and accounts and certain other reporting requirements had been relaxed. This is designed to reduce the burden and release capacity during the current pandemic.
- Using their executive authority the Executive Team took the decision to give a grant to a GP practice in Macclesfield. This related to legal costs associated with lease arrangements for the practice premises, and was in line with section 6 of the NHS Premises Directions. Supporting the practice in contributing towards their legal costs had been previously indicated as part of the management of the risk contained on the Eastern Cheshire PCC risk register in 2019. This risk related to the practice being made homeless and the consequent risk to patients having access to GP services or significant additional expenditure if any alternative provision was required. The risk was fully minuted and added to the Executive decision log.

Comments were received as follows:

- Dr Andrew Wilson asked whether the decision to award the grant would also be reported to the Primary Care Commissioning Committee (PCCC) and was advised that the decision had been a legacy one from a previous NHS Eastern Cheshire CCG meeting, but would have been reported if the PCCC had not been cancelled. Pam Smith, Chair of the PCCC advised the meeting that an update report would be circulated to Committee members and a new Skype PCCC meeting would be arranged within the next few weeks.
- Peter Munday expressed faith in the Executive Team, but advised that he would like to see a written report around how the CCG is working / dealing with Covid-19. He felt it to be important that the CCG evidences what it is doing and how the evidence comes to the Governing Body. In particular,

Mr Munday would like to see set out a clear governance process around Covid-19.

- Clare Watson gave assurance that the governance process was comprehensive, and referred the Governing Body to a presentation that had been shared with them last week. However, the next Chief Officer's report will contain reporting around risk and decision logs and how the process works.
- Pam Smith has conferred with colleagues in other CCGs and their Executive action / decision logs go in a table with the risks, mitigations and rationale, together with decision holder responsibility, whether it be Executive Team, NHSE or local authorities, et cetera.
- It was clarified that Wirral Health and Care comprises the local authority and NHS Wirral CCG working together as closely integrated partners.
- It was confirmed that some of the smaller local charities will be able to access some of the grant funding; this will start with Community and Voluntary Services Cheshire (CVS).
- The Governing Body was assured that whilst routine assessments have been suspended for CHC and cancer patients the CCG is working with local and regional providers to ensure that the focus is not totally on Covid-19. Associate Clinical Director, Dr Sinead Clarke, is leading on this. Even though the CCG is in the midst of its coronavirus campaign, a 'recovery cell' is in development and 'best practice' is being collated. This is in terms of working differently and assessing transformational opportunities. Cancer remains a big priority throughout this time.
 - Neil Evans added that the Performance Report would continue to show monitoring of provider performance. Cancer referrals are down by circa 30% at the moment and diagnosis cannot yet be tracked as the data has not yet pulled through. Reporting will continue to be made to the Governing Body and Strategic Commissioning & Performance Committee.
- Dr Michael Clark commented that some cancer patients could potentially be missed during this time as they may not want to put further pressure on an already stretched system and various other reasons. Dr Clark added that some public communication around this would be helpful, as would the opportunity to help Trusts refine referrals so that cancers are not missed. Dr Lesley Appleton said that there was a further risk as some Trusts are not performing endoscopies or colonoscopies.
 - Dr Andrew Wilson stated that the advice is to continue making cancer referrals as per NICE guidance and to include as much information as possible.
- Given that there will likely be a glut of outpatient appointments when the current situation becomes more normal, Clare Watson provided further reassurance that the Trusts are already looking at plans around this, and that the Cancer Alliance is working very closely with Trust across the north-west.

Action: Mandi Cragg to produce a report for the Governing Body detailing all Executive decisions, rationale and mitigation taken from April 2020. The decision log will then regularly form part of the Chief Officer's Update.

The Governing Body of NHS Cheshire Clinical Commissioning Group:

- Noted the content of the report.
- Approved the content of a Governing Body Assurance Framework entry – GBAF19-09.

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| 4.0 | Finance & Contracting | |
| 4.1 | Report of the Finance Committee / Finance Update | |
| | <p>Lynda Risk introduced the report, giving further updates on the following areas:</p> <ul style="list-style-type: none"> • All Cheshire CCGs are on track to deliver their control totals for 2019 / 2020. • NHS West Cheshire CCGs position is £5.983 million worse than the position reported last month following the inclusion of a prior year adjustment in respect of the incorrect treatment of the prescribing accrual over previous periods. • The 2019 / 2020 accounts submission deadline is 27th April, with a sign-off date of 25th June. Approval will be sought from the Governing Body on 18th June. The CCG received guidance yesterday on the approval of the Annual Reports; further details will be issued soon. • Thanks were given to the Finance Team in their work in recoding over 3,000 invoices and the work around year end, particularly in light of the pressures with remote working. • Many of the finance and contracting rules have been changed due to Covid-19; the CCG has implemented these and is doing things in a different way. Revenue business investments have been halted unless they support Covid-19, this includes all investments including the Mental Health Investment Standard. • Costs reclaimed in terms of coronavirus are currently £700k of revenue and £400k of capital. Lynda Risk will keep the Governing Body fully apprised in relation to these costs and is looking at ways to improve reporting given that there are no specific budgets for this. The matter will be raised at a system finance directors' meeting on Monday. It was also clarified that additional costs associated with remote working in the light of the pandemic were part of this claim. <p>Comments were received as follows:</p> <ul style="list-style-type: none"> ○ Suzanne Horrill commented that a decision had been made by the Executive Team around the Hospice of the Good Shepherd which had not been reported in the Chief Officer's report. <ul style="list-style-type: none"> – Lynda Risk advised the Governing Body that national guidance was coming out; however given that hospice donations had fallen off, the Executive Team had taken the decision to pay all hospices their annual funding in advance to give them greater financial robustness. In addition, it was decided to delay the repayments for a loan made to the Hospice of the Good Shepherd until 2021 / 2022 so that they do not have further problems. ○ It was clarified that part of the Recovery Cell's remit would be to look at the transformation brought about by extensive home working and the positive effect that this was having in terms of less climate damage. ○ Pam Smith commented that she could not find anything on the Schemes of Reservation and Delegation which covered decisions involving deferral of debt, and was advised that it will come to the Governance, Audit & Risk Committee (GARC). ○ Dr Fiona McGregor-Smith asked how the CCG was assured that there would not be a huge bill to pay post Covid-19 as there would be expense involved in playing catch-up. Dr Andrew Wilson asked if there was work | |

underway to model this and what steps the CCG had taken to define the risks and mitigations.

- Lynda Risk gave assurance that there are people considering this; however the priority is the focus on year end, producing four sets of accounts and the close down of 2019 / 2020. Following that the focus will firmly be on 2020 / 2021.
- Neil Evans added that there have been some challenges in terms of Covid-19, one such challenge being elective care. Modelling can be applied across the clinical areas but the CCG is now looking at quantifying this.

The Governing Body of NHS Cheshire Clinical Commissioning Group:

- Noted the financial positions at month 11.
- Noted the update and the merger of the four CCGs.
- Noted the impact of Covid-19 on finance and contracting for the CCG.

5.0 Quality & Safeguarding

5.1 Report of the Quality & Safeguarding Committee / Quality & Safeguarding Update

Paula Wedd thanked Pam Smith for steering the meeting held on 1st April 2020, and advised that Pam will continue to chair this meeting for the next two months.

Christine Morris, the newly appointed Governing Body Nurse Member was introduced and welcomed by the Governing Body.

Further updates were given on the following areas:

- There is a risk that the CCG does not fully understand the challenges which the acute Trusts face during the current pandemic. Quality and Safeguarding monitoring will continue, but the team is adapting to the newly issued guidance from NHSE. There are also changes to the reporting and managing of serious incidents. PALS continues to take calls from patients who would wish to raise any concerns.
- The Quality and Safeguarding team are spending a lot of time supporting the local authorities in relation to care homes, and regular contact is being kept with care homes.
- In the temporary absence of the Quality and Performance Committee and regular face to face meetings with the acute Trusts, assurance was given that the reporting information process was robust and mitigated against less meetings.
- In terms of Safeguarding, Paula Wedd asked the Governing Body to note the risks of fewer health assessments, social isolation issues and consultants being diverted from their usual work.
- New infection and prevention control guidance had been published after this report to the Governing Body was produced.

Comments were received as follows:

- Peter Munday asked how the care homes issue was handled by the incident management team and how associated incidents were highlighted.
 - Jamaila Tausif is the cell lead, and the majority of Quality and Safeguarding staff are deployed on helping care homes, under the

leadership of the local authorities. There are daily calls which include updates from care homes and infection prevention and control. It is very complex in terms of the large numbers of partners involved.

- Dr Fiona McGregor-Smith commented that the CCG needed to play its part in supporting the local authorities with domestic violence and the emotional abuse and neglect of children.
 - Paula Wedd advised that the Government is putting in extra funding to tackle this and that weekly system discussions take place. The system is trying out different ways of connecting with people via websites, social media and posters.
 - Clare Watson reassured the Governing Body that there is lots of work underway to support the most vulnerable and to safeguard children. The CCG is working extremely closely with Cheshire Constabulary and the local authorities.
- Dr Michael Clark stated that some care homes are refusing to admit/ re-admit patients who are Covid-19 positive.
 - Across Cheshire there is a lot of work going on to understand the pathways and to understand the national guidance. There are many factors involved including staffing levels and availability of PPE, et cetera.
- Chris Morris asked if all partners are integrated in resolving issues and responding to risks once they're identified.
 - Paula Wedd advised that the CCG deals with two safeguarding children partnerships and two safeguarding adult boards, and that she has never had so much contact with partners as at present. There are formal structures in place, but increased regularity of contact during the pandemic has provided significant benefits, with weekly calls about the most challenging issues. These are national as well as local calls.
- Tracey Cole advised that there are a number of examples where the use of the risk log and escalation system has been extremely effective. The coronavirus workstreams or 'cells' are system cells and internal facing and work well with mechanisms to bring in the right partners at the right time. Some of these ways of working should be continued post pandemic.

The Governing Body of NHS Cheshire Clinical Commissioning Group:

- Scrutinised the issues and concerns within the report and subsequent verbal updates.
- Noted the proposal of the Committee to continue to meet during the pandemic and the proposed approach to quality assurance including patient safety and patient experience during this period.

6.0 Strategic Commissioning and Performance

6.1 Report of the Strategic Commissioning & Performance Committee

Neil Evans introduced the report, giving further updates on the following areas:

- The scorecard model of reporting will be in place from May onwards, and some of the reporting the CCG normally does has been de-prioritised. Reporting for the Strategic Commissioning & Performance Committee during the coronavirus pandemic will now reflect national/ local priorities. Assurance was given that comprehensive monitoring and reporting as a system would continue.

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| | <ul style="list-style-type: none"> • Some schemes have been delayed as staff are deployed on Covid-19, however the pandemic has provided opportunities around primary care and there are been more radical changes in the closeness of working with primary care in the last few weeks than there have been in the last decade. <p>Comments were received as follows:</p> <ul style="list-style-type: none"> ○ Tracey Cole asked for some corrections to be made to the report including: <ul style="list-style-type: none"> – Page 48 – Penultimate bullet point should state that there is a reduction in block purchasing across Cheshire and Wirral, but beds are not being decommissioned. – Page 49 – the third bullet point refers to the bullet above, namely Commissioning for Integration, not Transforming Care. <p>The Governing Body of NHS Cheshire Clinical Commissioning Group:</p> <ul style="list-style-type: none"> • Noted the issues discussed at the Strategic Commissioning & Performance Committee meeting held on 26th March 2020. | |
| 6.2 | <p>Performance Assurance Report</p> <p>Neil Evans introduced the report, stating that the data was from month 10 and giving further updates on the following areas:</p> <ul style="list-style-type: none"> • The Executive Summary of the report describes the change in focus following receipt of a letter from NHS England regarding priorities during the coronavirus pandemic. The CCG continues its monitoring and continues to work in the way it always has around urgent requirements. • Secondary care providers are prioritising treatment in terms of need. Referral to treatment time (RTT) has seen improvements due to Covid-19 and there has been a significant reduction in attendances at A&E. • IAPT services have faced challenges as most of their work is face to face, but there has been some conversion to telephony. The CCG has launched an emergency mental health 24/7 telephone line within the last two weeks. <p>Comments were received as follows:</p> <ul style="list-style-type: none"> ○ Suzanne Horrill remarked that a reduction in A&E attendances was positive in most respects, but some patients may actually need to be there. In addition has there been a subsequent impact on NHS111 where people have issues getting through? <ul style="list-style-type: none"> – The CCG receives daily report on NHS111. Initially there were some low level reports of line being too busy, but there has been an improvement in recent weeks as a lot of work has been done to push work online and change some of the protocols. There is still a huge volume of calls and extra staff have been drafted in to support the service. It was also noted that many GP practices are still using a recorded message which directs patients to call NHS111 if they have symptoms of Covid-19. – NWAS, the local NHS111 provider, have been doing a lot of work to get the right people to the front of the queue, but even with recruitment and rapid training and redeployment it has been a challenge and the CCG is doing as much as it can to support them. ○ Dr Lesley Appleton advised that general practice has seen a significant | |

increase in cases of anxiety and depression and asked whether IAPT is considering using technology for virtual sessions.

- Tracey Cole advised that the 24/7 mental health crisis telephone helpline is available and people do not be referred to use it. The numbers using/ calling this service are huge. The CCG has also extended the online offer, particularly for young people. Work priorities are in transforming / modernising / innovating around mental health.

The Governing Body of NHS Cheshire Clinical Commissioning Group noted:

- The contents of the report outlining areas not meeting national targets for the month of January 2020 as outlined in the dashboard in appendix 1.
- The exceptions highlighted and take assurance on the actions being taken to resolve any performance or quality issues.
- That a detailed performance report is presented to the Strategic Commissioning & Performance Committee each month.
- The period covered predates the change in reporting associated with the Covid-19 pandemic.

6.3

Patient Story & Transforming Care Programme Update

The patient story video will be uploaded to the CCG website and was not available for viewing during the meeting. Thanks were given to Angela Black and her family for featuring in the patient story video and for sharing their experiences

Transforming Care Update

Tracey Cole highlighted the importance of achieving the 75% target of completing Learning Disabilities Annual Health Checks. All four 'outgoing' Cheshire CCGs had achieved the target for 2019/20, and some had exceeded this figure, which is an improvement on previous years. A caveat was given in that practice data is used rather than data from the BI team. There may be some adjustments, but the BI data from March indicates that data is on track. Thanks and congratulations were given to practices that made time to ensure annual health checks are completed.

The CCG has prioritised the discharge of inpatients to community settings, and work continues to ensure that patients are discussed in a timely manner.

An autism update has not been included within this report, however the team will continue to report to the Governing Body on a quarterly basis and there will be more of a focus on autism in the coming months. An autism hub in Chester is in development and the CCG will co-produce this with service users in terms of how the building is designed. The CCG is also working with various partners, including the National Autistic Society.

Dr Andrew Wilson commented that it was disappointing that the video could not be shown; however the playback issue would be sorted out in time for the next Governing Body meeting.

Christine Morris stated that she had been SRO for this project in another region, adding that the performance in Cheshire is really impressive and that she appreciated the huge amount of work. Ms Morris asked that her thanks be passed forward to all those involved in this work.

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| 7.0 | Meeting Management | |
| 7.1 | <p>Governing Body Forward Planner</p> <p>The content of the Forward Planner was noted.</p> <p>Date and Time of Next Meeting</p> <p style="text-align: center;">Thursday 21st May 2020 09:00 – 13:00</p> <p style="text-align: center;"></p> | |
| 8.0 | Any Other Business | |
| 8.1 | <p>AOB</p> <p>There being no further Public business the Governing Body passed a resolution to exclude the public due to the confidential nature of the business to be discussed in accordance with the National Health Service (Clinical Commissioning Groups) Regulations 2012, and the meeting was adjourned.</p> | |

NOTE: *the intention had been to record the audio of the meeting for publication. Unfortunately, this did not prove possible on the day and a technical solution will be sought to enable this for future virtual meetings.*