

SRG A&E Crisis Group

1 June 2016 | 8.00am | Boardroom 1

Chorley House, Chorley and South Ribble and Greater Preston CCGs

Present:

Jan Ledward	Chief Officer, CCGs (Chair)
Louise Corlett	Acting Network Director, Lancashire Care
Graham Curry	North West Ambulance Service
Helen Curtis	Head of Quality and Performance, CCGs
Suzanne Hargreaves	Operations Director, Lancashire Teaching Hospitals
Paul Havey	Finance Director, Lancashire Teaching Hospitals
Emma Ince	Planning and Delivery, CCGs
Sam James	Head of Performance, CCGs
Clare Mattinson	Policy, Commissioning and BI (Age Well), Lancashire County Council
Jayne Mellor	Head of Planning and Delivery, CCGs
Sue Moore	Chief Operating Officer, Lancashire Care
Karen Partington	Chief Executive, Lancashire Teaching Hospitals
Dinesh Patel	Chair of Greater Preston CCG
Nina Russell	Divisional Director of Medicine, Lancashire Teaching Hospitals
Mike Smith	Head of Assurance and Delivery (Lancashire), NHS England

In attendance:

Karen Brewin	Committee Secretary, Lancashire Teaching Hospitals (minutes)
Erin Portsmouth	Head of Communications and Engagement, CCGs

Apologies:

Gora Bangi	Chair of Chorley and South Ribble CCG
Kate Burgess	Commissioning Manager, Lancashire Care
Mick Duffy	Social Services, Lancashire County Council
Emma Foster	Network Director (Adult Community Services), Lancashire Care
Matt Gaunt	Chief Finance Officer, CCGs
Louise Giles	Director of Development, Lancashire Care
Bill Gregory	Director of Finance, Lancashire Care
Adrian Leather	Chief Executive, Lancashire Sport (voluntary sector lead)
Max Marshall	Medical Director, Lancashire Care
Dominic McKenna	Financial Management Director, Lancashire Care
Matthew Orr	GP Director, CCGs
Mark Pugh	Medical Director, Lancashire Teaching Hospitals
Ahmad Qamar	Out of Hours Service
Sharon Ross	Adult Services, Lancashire County Council
Karen Swindley	Director of Workforce and Education, Lancashire Teaching Hospitals
Heather Tierney-Moore	Chief Executive, Lancashire Care
David Winters	General Manager, Ramsay Health Care UK

65/16 Apologies for absence

Apologies for absence had been identified on the agenda and were noted above.

66/16 Minutes of the previous meeting

The minutes of the meeting held on 25 May 2016 were approved as a correct record subject to the following amendments to item:

56/16: Visit to Westminster/HSJ article – the Chair referred to the second paragraph on page 3 relating to discussions regarding road signage with particular reference to the final sentence which stated that it was concluded previously not to remove the signs. It was noted that discussions had previously been held within the A&E project group not the SRG A&E crisis group although Mrs E Portsmouth was unsure whether the discussions had been recorded. Mr P Havey recalled that discussions had been held at earlier meetings. The Chair asked that the minutes reflect that discussions had been held within the A&E project group setting when it had been agreed not to amend road signage owing to the temporary nature of the arrangements.

The Chair drew attention to the second paragraph on page 4 and noted that Mrs C Mattinson (not the Chair) had been asked to contact the Highways Department to obtain additional information on the process for changes to road signage.

The Chair drew attention to the third paragraph on page 2 and noted that the Governing Body meetings were, in fact, public meetings and the agreement that had been reached regarding availability of the minutes was that copies would be published on the CCGs' website following approval at the weekly SRG meeting.

Mrs Partington referred to a request that had been made to NHS Improvement by Lindsay Hoyle MP for personal copies of the minutes to be forwarded for his attention.

Resolution:

- **The Chair to arrange for a copy of the weekly SRG minutes to be forwarded for the attention of Lindsay Hoyle MP.**

67/16 Matters arising on resolutions and actions from the previous meeting

In reviewing the resolutions and actions from the previous meeting the following points were noted on items:

56/16: Road signage – Mrs C Mattinson confirmed that information on the process for amending road signs had been received from the Highways Department and had been circulated to SRG members for information. The Highways Department had provided a brief outline of the process and further information would be required, such as timelines and specific changes, before a costed quote could be issued by the Highways Department. It was noted that around 20 road signs would be affected and a map of road sign locations had been included within the circulated information. It had been confirmed that any costed quote would reflect the number of signs to be amended. It was agreed that the A&E project group would review the risk assessment in respect of road signs and determine whether the position had changed based on risk. Mrs S Hargreaves confirmed that the risk assessment had been circulated and the A&E project group would review the information and include mitigation within the template.

Resolution:

- **The A&E project group to review the risk in respect of road signage and include mitigation within the template.**

56/16: Availability of the SRG A&E crisis group minutes – the Chair referred to availability of the minutes and following discussion at the recent Governing Body meetings it had been agreed that the minutes of the SRG A&E crisis group meeting would be published weekly on the CCGs website. Mrs E Portsmouth confirmed that work was being undertaken to catalogue the minutes which would be uploaded to the website in the next few days.

57/16: Process for overseas recruitment and the MTI programme – the Chair noted that information had not been received on the process for overseas recruitment or the managed training initiative (MTI) programme. Mrs K Partington noted that after today Mrs K Swindley would be taking two weeks' planned annual leave and a check would be made on progress with this work.

Resolution:

- **Mrs K Partington to check on progress with producing information on the process for overseas recruitment and the MTI programme.**

It was noted that all remaining actions and resolutions had either been completed or were scheduled on the agenda for discussion.

68/16 A&E/Urgent Care Centre project meeting update

It was noted that due to the Bank Holiday it had not been possible for the A&E project group to meet although a meeting had been scheduled later today.

69/16 Update on re-opening sustainable Chorley emergency department and update on recruitment

Mrs S Hargreaves confirmed that the risk assessment had been updated which would be discussed by the A&E project group later today and an overview was provided on the additional actions that had been included within the template.

Medical staffing – Mrs S Hargreaves referred to action 8 which confirmed that the Trust was pursuing contact with the training hospital in Jordan to support a two-year training placement for emergency department registrars through the MTI programme. It was noted that contact had been made with the University of Jordan, Skype interviews had been undertaken and two excellent candidates had been identified. The Trust's human resources department was supporting recruitment although it was noted that this would take time, potentially six months, as the process was complex due to visa requirements and sponsorship conditions. Mrs S Hargreaves confirmed that the Trust currently had four registrars in post and an additional registrar would be commencing next week. It was highlighted that sustainability was not being added and the Trust had been unable to agree any long-term commitments with locums although attempts would continue to be made to secure extended contracts.

Communications – Mrs S Hargreaves referred to action 6 which related to the SRG's response to ongoing comments from local MPs and other stakeholders and noted that a

more proactive rebuttal of false claims would be required and the communications strategy would be reviewed.

Monitor and provide assurance of safe services – Mrs S Hargreaves confirmed that two additional actions had been added to this section.

In respect of action 7, it was noted that discussions had been held with NHS Improvement and arrangements were being made for data requests regarding the impact on other organisations to be co-ordinated by the Greater Manchester Academic Health Science Network with the outcomes being communicated via NHS England and NHS Improvement.

In respect of action 8, the monitoring status showed that the SRG had discussed whether there was a requirement to amend road signage identifying Chorley as a 24/7 emergency department and agreement had been reached that mitigations were in place such as the ambulance vehicle based at the Chorley department to support the rapid transfer of patients if required. It had also been agreed that a risk assessment would be undertaken with feedback to the SRG for a decision.

Mrs S Hargreaves confirmed that the Chorley urgent care centre continued to work well, the results of the friends and family test were excellent, as was activity and performance, and there were no risks or concerns highlighted.

In respect of Royal Preston Hospital it was noted that there were significant challenges in achieving the 4-hour wait standard although it was noted that the Trust was not an outlier and performance on this metric was challenged across the county; this was acknowledged and supported by Mr M Smith.

In the absence of a Lancashire Care representative, Mrs S Hargreaves confirmed that issues were continuing in respect of securing GP cover for the out-of-hours service and the position was being monitored.

Mrs S Hargreaves reminded SRG members of the commitment received from the Deanery for 8 trainee doctors for the August 2016 rotation although as 3 of the 8 trainee doctors had achieved FT6 level they would be eligible to apply for consultant posts therefore there was no guarantee that the doctors would be available or would stay throughout the six month rotation.

Mrs S Hargreaves confirmed that the Trust was continuing to work towards a re-opening date in August 2016.

70/16 Service sustainability and risks

Following agreement at last week's meeting, a copy of the service SWOT analysis had been circulated which provided an overview of services at risk within the Trust. Mrs S Hargreaves confirmed that there were a range of components contributing to the risks, such as staffing, capacity and environment. Owing to the number of services and issues outlined within the analysis it was planned to provide some overarching slides by category to identify the main themes for the board to board meeting on 8 June 2016 and Mrs S Hargreaves asked for guidance on the main points and details that would be required to be shared at that meeting.

Mrs S Moore joined the meeting at this point.

The Chair asked for an SRG perspective on where it was felt discussions should be held on the sustainability risks as the board to board meeting was not the correct forum. Mrs K Partington noted that sustainability information had been requested during the LTH/CCGs Governing Body meeting on 19 May 2016 therefore there was a need for the SRG to determine the plan. The Chair suggested that the operational groups should review the information taking account of resilience issues before the SRG would be able to consider the plan. Mr P Havey acknowledged the point and asked whether the presentation should be deferred from the board to board meeting on 8 June 2016 to allow time for the information to be considered by the operational groups and subsequently the SRG.

The Chair suggested that the operational groups could undertake this work to review the information for onward proposals to the SRG A&E group to consider the plan as a system.

Discussion was held regarding the appropriateness of the operational delivery groups reviewing the sustainability and risk analysis. Mr P Havey suggested that a specific operational delivery group could be convened, comprising representatives from the CCGs and all provider organisations to look at the issues although Mrs S Moore suggested that the established forums should be utilised, such as planned and urgent care operational delivery groups. Mr P Havey agreed although noted that the terms of reference for those operational groups would need to be broadened to encompass this work.

Mrs S Hargreaves and Mrs K Partington acknowledged that work would need to be undertaken on the wider position on sustainability and risks although there was an immediate need to understand expectations and what would be required for the upcoming board to board meeting. It was agreed that clarity would be provided to Mrs K Partington regarding the expectations and what would be required for presentation to the upcoming board to board meeting on sustainability and risks.

Resolution:

- **It was agreed that clarity would be provided to Mrs K Partington regarding the expectations and what would be required for presentation to the upcoming board to board meeting on sustainability and risks.**

71/16 Update on recruitment

It was noted that an update on recruitment had been delivered during discussions earlier in the meeting.

72/16 Engagement and consultation

A copy of the discussion paper on formal consultation for temporary closure had been recirculated with the agenda and Mrs E Portsmouth confirmed that the information provided by Lancashire Teaching Hospitals' Company Secretary had been included within the document. It was confirmed that specific recommendations would be discussed at the A&E project group meeting later today.

Mrs E Portsmouth referred to the proposal from Healthwatch Lancashire to canvas public views on temporary closure of the Chorley emergency department and this would be discussed at the A&E project group meeting. It was confirmed that Healthwatch Lancashire had been informed that the proposal was being considered and further contact would be made once this had taken place. Mrs S Moore referred to the Chairman of Healthwatch Lancashire who was a Governor of Lancashire Care and discussions had been held regarding the potential for arrangements to be made for a service visit to the urgent care centre at Chorley.

SYSTEM RESILIENCE GROUP : PART II

73/16 PTS service specification

A paper had been circulated with the agenda which provided an update on the patient transport service (PTS) operational service changes that would be introduced with effect from 1 July 2016 and highlighted the key operational risks as a result of the changes. A copy of the populated risk assessment tool had been appended to the paper which examined the risks associated with the reduction in PTS provision from 1 July 2016. Mrs S Hargreaves provided a summary of the newly commissioned Lancashire Area PTS specification for information.

Mrs S Hargreaves explained that there would be potential risks with the new arrangements which were being highlighted to the SRG. There were concerns regarding cut-off times which would need to be flexed as there would be impact on performance particularly during weekdays and weekends. It was noted that there would be Lancashire-wide issues therefore there would be challenges for the urgent care network. Mr P Havey added that the issues had been raised previously through the finance directors' meetings and it was believed that as the risks related to resilience, discussions would also need to be held by the collaborative commissioning board.

Mrs S Hargreaves noted that there were complexities with the new arrangements although it was unclear how much could be locally adjusted. It was also noted that regional tertiary work would impact on performance and it was unclear whether this work had been taken into account. The Chair confirmed that a discussion would be picked up with NHS Blackpool CCG to clarify whether risks had been highlighted. Arrangements would also be made to raise the risks with the urgent care network and the collaborative commissioning board.

Mrs E Ince referred to the joint CCG meeting for ambulance services which was hosted by Blackpool and suggested that it may also be helpful to raise the issues within that forum. It was agreed that Mrs E Ince would check and confirm with the Chair the schedule for the Blackpool meetings with the ambulance service.

Mrs S Hargreaves referred to the additional ambulance vehicles being utilised by the Trust to support the emergency care crisis and asked whether the Trust should serve notice or wait for a decision regarding the risks. The Chair confirmed that the Trust should continue to utilise the additional ambulance vehicles until a decision had been reached.

Resolution:

- **The Chair to discuss with NHS Blackpool CCG whether risks around the PTS specification had been highlighted and arrange for the risks to be raised with the urgent care network and collaborative commissioning board;**
- **Mrs E Ince to check the schedule for the joint CCG meeting for ambulance services and confirm the timeline with the Chair; and**
- **Lancashire Teaching Hospitals to continue to utilise the additional ambulance vehicles until a decision had been reached regarding the risks with the changes to the PTS specification.**

74/16 Meeting with NHS England and NHS Improvement

Mrs C Mattinson referred to arrangements for the high level meeting to escalate workforce challenges with representatives from NHS England and NHS Improvement and asked whether the meeting on 2 June 2016 would be proceeding. The Chair confirmed that it had not been possible to secure appropriate representation from both organisations and dates were being canvassed for a meeting later in June 2016.

Resolution:

- **It was noted that dates in June 2016 were being sought for the high level meeting with representatives from NHS England and NHS Improvement.**

75/16 Date, time and venue of next meeting

The next meeting will be held on Wednesday, 8 June 2016, 8.00am, Boardroom 1, Chorley House, Lancashire Business Park, Centurion Way, Leyland, PR26 6TT.