

System Resilience Group (SRG) - Minutes

Wednesday 22 June 2016 – 8.00 am

Boardroom 1, Chorley House

Present:

Jan Ledward	Chief Officer, CCGs (Chair)
Louise Corlett	Acting Network Director, Lancashire Care Trust
Graham Curry	Sector Manager South Lancashire, North West Ambulance
Mick Duffy	Hospital Operations Manager for Central Lancashire, Lancashire County Council
Matt Gaunt	Chief Finance and Contracting Officer, CCGs
Louise Giles	Director of Development, Lancashire Care Trust
Suzanne Hargreaves	Operations Director, Lancashire Teaching Hospitals
Paul Havey	Finance Director, Lancashire Teaching Hospitals
Emma Ince	Commissioning Delivery Manager (Urgent Care), CCGs
Clare Mattinson	Policy, Commissioning and BI (Age Well), Lancashire County Council
Jayne Mellor	Head of Planning and Delivery, CCGs
Karen Partington	Chief Executive, Lancashire Teaching Hospitals
Dinesh Patel	Chair, Greater Preston CCG
Mark Pugh	Medical Director, Lancashire Teaching Hospitals
Mike Smith	Head of Assurance and Delivery (Lancashire), NHS England
Karen Swindley	Director of Workforce and Education, Lancashire Teaching Hospitals

In Attendance:

Lorraine Kelly	Communications Manager, Lancashire Teaching Hospitals
Sandra Lewis	Executive Assistant, CCGs (Minutes)

Apologies:

Gora Bangi	Chair, Chorley and South Ribble CCG
Kate Burgess	Commissioning Manager, Lancashire Care Trust
Bill Gregory	Director of Finance, Lancashire Care Trust
Helen Curtis	Head of Quality and Performance, CCGs
Sam James	Head of Performance, CCGs
Adrian Leather	Chief Executive, Lancashire Sport (voluntary sector lead)
Max Marshall	Medical Director, Lancashire Care Trust
Sue Moore	Chief Operating Officer, Lancashire Care Trust
Matthew Orr	GP Director (Urgent Care), Chorley and South Ribble CCG
Erin Portsmouth	Head of Communications and Engagement, CCGs
Heather Tierney-Moore	Chief Executive, Lancashire Care Trust
Ahmad Qamar	Out of Hours Provider
Sharon Ross	Area Operations Manager – Social Care Services for Central Lancashire, Lancashire County Council
David Winters	General Manager, Ramsay Health Care UK

Item No.	Subject	Action
97/16	<p>Apologies</p> <p>Apologies are noted above.</p>	
98/16	<p>Minutes of Previous Meeting / Actions – 15 June 2016</p> <p>The minutes of the meeting were approved as an accurate record of the meeting with the following amendments:</p> <p>Item 92/16 A&E/Urgent Care Centre project meeting – Mrs Mellor said the final sentence of paragraph 3 should be removed.</p> <p>Item 94/16 Chorley Urgent Care Centre update – Mrs Corlett confirmed that the GP out of hours’ service was fully staffed for the next four weeks, although noted that there would be a need for a mobilisation plan.</p> <p>The following updates were given on the resolutions and actions from the meeting:</p> <p>91/16(a) Seasonal Resilience Schemes – Mrs Mellor clarified that the July SRG meeting would be held on 14 July 2016 and papers need to be submitted by 6 July 2016.</p> <p>91/16(a) Paramedic Clinical Co-ordinator within Royal Preston Hospital – Mrs Hargreaves would be progressing this week.</p> <p>91/16(b) – SRG Minutes – Mrs Ledward confirmed that the letter had been circulated to all stakeholders and MPs.</p> <p>91/16(b) Escalation Flow Diagram – Mrs Ledward advised that the wrong version had been circulated with the agenda. She agreed to circulate the correct version.</p> <p>Action: Correct version of diagram to be circulated.</p> <p>91/16(b) Process for overseas recruitment and the MRI programme – Mrs Swindley tabled two diagrams:</p> <ul style="list-style-type: none"> • International Recruitment Timeline – this includes various dependences. • Medical Training Initiative (MTI) process and timeframes <p>Mrs Swindley reported that seven locums have now commenced or due to start employment. Discussions are continuing to extend locum notice periods. Two candidates are suitable for MTI and an application has been made to the Royal College. LTH are currently in the process of providing documentation to the Royal College to enable them to recruit.</p>	<p>All</p> <p>Mrs Hargreaves</p> <p>Mrs Ledward</p>

	<p>The Royal College are being chased on a daily basis. However, it could be two to three months before this is sorted and the SRG will be kept updated.</p> <p>Two offers have been made to overseas Doctors and LTH are currently following the process and applying for visas. One of the Doctors has received offers from London and Reading, but LTH are trying to sell the benefits of working on Lancashire and hopefully they will accept.</p> <p>An offer has been made to one Junior Doctor, who may be suitable. The paperwork has been completed and the visa sorted so should be able to start quickly.</p> <p>The Deanery has still not confirmed the names of Doctors expected in August. However, it was noted that Doctors at ST6 level do get Consultant offers so this is a potential risk. The Deanery is being chased for this information on a daily basis.</p> <p>Professor Pugh emphasised that three of the eight will be at ST6 level; this will leave five. A definite answer had been requested from Professor Hayden by 8 June, but this was still awaited. Mrs Swindley would chase and copy Mrs Ledward and Mrs Partington into the correspondence. It was noted that this information was required before a meeting could be arranged with NHS England and NHS Improvement so a reasonable response should be requested by 27 June.</p> <p>Action: Mrs Swindley to chase Professor Hayden for the information and copy in Mrs Ledward and Mrs Partington.</p> <p>91/16(b) Action plan template – This was on today’s agenda.</p> <p>91/16(b) Review of ambulance data – Mrs Hargreaves reported that Mr McGirr had not responded, but she will chase this up. This request had come from a meeting with Lindsay Hoyle, NHS England and NHS Improvement. Mr McGirr has undertaken a piece of work monitoring A&E data and the data could be shared from LTH. Mrs Ledward said the request would be better coming from the SRG.</p> <p>It was noted that Dr Amanda Doyle had circulated an e-mail asking for this data from organisations.</p> <p>Mrs Ledward thought we could ask the CSU what they could provide.</p> <p>Mrs Partington said that Nigel Edwards could undertake some of this work, but this would have to be commissioned and paid for.</p> <p>Miss Mattinson advised that the Overview and Scrutiny Committee needs to understand the impact of this and is holding back sending a letter out to Trusts.</p>	<p>Mrs Swindley</p>
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	<p>Mrs Hargreaves said that we need one central source for holding the data. Mrs Partington said we need to understand the common approach.</p> <p>Mrs Mellor stressed the need to understand the position from the beginning of the year to comparable data last year to look at the increase and this would be built into the performance tab.</p> <p>Miss Mattinson advised that the Leader of Lancashire County Council and Chief Executive had requested Councillor Holgate to defer the letter to other Trusts, as requested by the Health and Scrutiny Committee on 14 June 2016. The A&E Project Group is, therefore, requested to provide a report to the meeting on 29 June, which details all acute activity increases.</p> <p>Action: Report to be presented to SRG on 29 June.</p> <p>It was acknowledged that Mr James was collecting data from Wigan and Mrs Mellor noted that the data was only captured from 18 April 2016. Mrs Partington advised that previous data is available from Wigan and Blackburn. Mrs Ledward reported that the CSU can collate all this information.</p> <p>Action : Mrs Mellor agreed to pick up the above and update the SRG next week.</p> <p>Mr Curry stressed that this is not a closure of A&E, but a re-use of A&E.</p> <p>81/16(b) Delayed Transfers of Care Improvement Programme – Mrs Mellor to check whether Mrs Curtis had circulated the briefings on progress with the above. Mrs Hargreaves said she would check and circulate.</p> <p>Action: Mrs Hargreaves to circulate.</p>	<p>Mrs Mellor</p> <p>Mrs Mellor</p> <p>Mrs Hargreaves</p>
99/16	<p>A&E/Urgent Care Centre Project Meeting update</p> <p>Mrs Mellor advised that the meeting on 17 June 2016 had been stood down due to capacity. An e-mail had been circulated asking for any urgent business items and an update on actions. Mrs Mellor and Mrs Hargreaves had discussed and confirmed that all actions had been picked up.</p> <p>It was noted that there were capacity issues for the meeting on 24 June 2016, but LTH and LCC were fielding deputies so the meeting would go ahead.</p>	

100/16	<p>Update on re-opening sustainable Chorley Emergency Department and update on recruitment</p> <p>Mrs Hargreaves had circulated a status report and it was noted that of the seven locums in post, three are still in probationary period and are not at present showing capability to work independently at middle grade level.</p> <p>LTH will continue to seek locums at a certain level.</p> <p>A discussion took place on the Jigsaw ambulance sat outside A&E in Chorley. Mr Curry reported that North West Ambulance do not collate this data as it is not part of the contract. The ambulance is not being utilised and suggested to the SRG to serving notice but continue to monitor usage for the next two weeks. If it was utilised, it could be re-instated.</p> <p>Mr Gaunt reported that he had seen different data which showed high usage. Mr Curry replied that Jigsaw provide three ambulances – two for North West Ambulance and one for LTH.</p> <p>Mrs Hargreaves agreed to provide a written risk assessment for the meeting next week.</p> <p>Action: Mrs Hargreaves to provide a report for next week’s SRG.</p>	Mrs Hargreaves
101/16	<p>Chorley Urgent Care Centre update and issues</p> <p>Professor Pugh raised the Emergency Department Consultant cover being used to staff the A&E Department at Chorley during the day and at weekends. He emphasised that the Preston A&E Department was very busy and the Consultant on the Chorley site was under-utilised.</p> <p>It was agreed there was a need to risk assess whether there is a need for Consultant cover, especially at the weekends.</p> <p>Mrs Giles reported that contingency staffing was in place if Chorley Medics were removed from the site.</p> <p>It was agreed that these discussions should take place in the Project Group as there could be an impact in moving the Consultant from the Chorley site. However, Mrs Partington noted that Chorley is not an Emergency Department.</p> <p>Mr Havey emphasised that Consultant cover was only temporary at the weekend and it was agreed to assess this. Emergency Department Consultants’ skill set is not to cover Urgent Care Centres.</p> <p>Mrs Giles advised that there would be a risk impact on the Preston Primary Care Centre. At the moment, Nurse Practitioners are covering</p>	

	<p>out of hours, but recruitment is being progressed. She also advised that there had been a decrease in out of hours' booked appointments at Preston and there is a requirement to understand/look at the data. This would be discussed at the Project Group on 24 June.</p> <p>Mr Havey said the risk assessment needs to be undertaken for the weekend cover and then for during the week.</p> <p>Mrs Ledward commented that the new National model service specification supported the local approach, which was primary led front ending of an A&E Department. This model was agreed by the Clinical Senate in 2013, which we are now in the process of procuring.</p> <p>Mrs Mellor agreed that the risk items will be discussed at the Project Group and added to the plan.</p> <p>Action: The above to be picked up by the Project Group on 24 June.</p>	<p>Mrs Mellor</p>
<p>102/16</p>	<p>Any Other Business</p> <p><u>Finance Impact</u> Mr Gaunt advised that he would provide a summary of the financial consequences to next week's meeting on:</p> <ul style="list-style-type: none"> • Contingency put in place since temporary closure. • Efforts to re-opening A&E Department at Chorley. <p>There are two strands of work, which are showing as not sustainable, i.e. consultant cover and the ambulance outside A&E in Chorley. However, following discussion there seems to be two separate elements of data for the ambulance so work needs to be undertaken on this.</p> <p>Action: Report to next week's SRG.</p> <p><u>Business Cases</u> Mrs Hargreaves highlighted the funding ceasing at the end of June for Beechwood and IHS as beds are still needed. The issue is that Lancashire Care hold the contract for these services and clarification was required on the future arrangements to continue the funding for IHS and Beechwood.</p> <p>Mr Gaunt reported that funding will cease at the end of June. In response to a letter that Mrs Moore had sent raising concerns for future funding of the unit and the risk of closing the unit, the CCGs had responded via Mr Gregory and Mrs Moore on 29 February 2016 with regards Beechwood and IHS requesting a plan and intention to close down the service.</p>	<p>Mr Gaunt</p>

	<p>Mrs Hargreaves said this was a missed opportunity and the Urgent Care Programme Delivery Group should pick this up.</p> <p>Mrs Giles advised that Beechwood would be picked up, but the issue was with IHS. Mrs Mellor said there was a need to understand the activity around HIS.</p> <p>Lancashire Care Trust is looking at the number of beds to see if they are viable, but there is a gap of 17 beds. Again, this will be picked up in the Urgent Care Programme Delivery Group for assurance at the SRG next week.</p> <p>Mr Havey advised of the agreement reached with Mr Crossley that the spiral utilisation would be funded through the excess bed day tariff Mr Havey went on to say that should units disappear, this goes against the CQC action plan.</p> <p>Mr Gaunt reported that the bed review may come back with a different conclusion. The data from the bed review may show a gap against the recommendation from the CQC.</p> <p>It was noted that the Urgent Care Programme Delivery Group meet on 23 June 2016 and the above issues will be discussed.</p> <p>Mrs Ledward said the plan to close was known and the Urgent Care Programme Delivery Group should highlight resilience issues and made recommendation for solutions.</p> <p>Professor Pugh reported that the CQC will be inspecting LTH before the end of the year and plans need to be in place.</p> <p>Mr Duffy reported that some patients at Beechwood should be going home.</p> <p>Action: Mrs Mellor to pick up at the Urgent Care Programme Delivery Group on 23 June and report back to SRG next week.</p> <p><u>Locum Doctors</u></p> <p>Mrs Partington said that a plan was required if the recruitment doesn't happen. Even though there are seven names, there could potentially only be four or five recruited, which would be a significant issue. There is a need to plan sooner rather than later.</p> <p>Mrs Mellor reported that this would be picked up by the Project Group and timelines put in place. Mrs Partington emphasised that the plans need to be clear.</p> <p>Action: Mrs Mellor to discuss at the Project Group on 24 June and timelines to be put in place.</p>	<p>Mrs Mellor</p> <p>Mrs Mellor</p>
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103/16	Date, time and venue of next meeting Wednesday 29 June 2016 : 8.00 – 9.00 am Boardroom 2, Chorley House	
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