

System Resilience Group

19 October 2016 | 8.00am | Boardroom 1

Chorley House, Chorley and South Ribble and Greater Preston CCGs

Present:

Jan Ledward	Chief Officer, CCGs (Chair)
Graham Curry	North West Ambulance Service
Suzanne Hargreaves	Operations Director, Lancashire Teaching Hospitals
Tanya Hibbert	Network Director, Lancashire Care
Sam James	Head of Performance, CCGs
Jayne Mellor	Head of Planning and Delivery, CCGs
Matthew Orr	GP Director, CCGs
Karen Partington	Chief Executive, Lancashire Teaching Hospitals
Dinesh Patel	Chair of Greater Preston CCG
Mark Pugh	Medical Director, Lancashire Teaching Hospitals
Mike Smith	Head of Assurance and Delivery (Lancashire), NHS England

In attendance:

Karen Brewin	Committee Secretary, Lancashire Teaching Hospitals (minutes)
Sandra Lewis	Executive Assistant, CCGs (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
Louise Corlett	Acting Network Director, Lancashire Care
Helen Curtis	Head of Quality and Performance, CCGs
Mick Duffy	Social Services, Lancashire County Council
Matt Gaunt	Chief Finance Officer, CCGs
Louise Giles	Director of Development, Lancashire Care
Bill Gregory	Director of Finance, Lancashire Care
Paul Havey	Finance Director, Lancashire Teaching Hospitals
Phebe Hemmings	Company Secretary, Lancashire Teaching Hospitals
Jane Higgs	Director of Operations and Delivery, NHS England
Emma Ince	Planning and Delivery, CCGs
Adrian Leather	Chief Executive, Lancashire Sport (voluntary sector lead)
Max Marshall	Medical Director, Lancashire Care
Clare Mattinson	Policy, Commissioning and BI (Age Well), Lancashire County Council
Dominic McKenna	Financial Management Director, Lancashire Care
Sue Moore	Chief Operating Officer, Lancashire Care
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

179/16 Apologies for absence

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

It was noted that some SRG members had been delayed due to an accident on Centurion Way and the meeting would commence with those present.

180/16 Minutes of the previous meeting

The minutes of the meeting held on 5 October 2016 were approved as a correct record.

In reviewing the minutes it was noted that the majority of actions had been completed or were being progressed and the following points were noted on items:

Minute 5: Chorley A&E re-opening plan – in respect of refining and revising the risks detailed in the re-opening plan for the Chorley emergency department, Mrs S Hargreaves reported that a copy of the first draft of the mobilisation plan had been circulated yesterday following the meeting with GoToDoc. It was noted that with specific reference to signage for the limited hours' service at Chorley this would be addressed as part of the mobilisation plan.

Mrs T Hibbert referred to the independent clinical review report and whilst noting that there were limitations within the report confirmed that Lancashire Care was happy to endorse the report as written.

Minute 6: Communications and engagement update – Mrs E Portsmouth confirmed that the communications and engagement plan would be reviewed following the questions received regarding urgent care following publication of the independent clinical review report, with the content being aligned to the Our Health Our Care programme. Feedback was also being obtained from the patient voice committee which would be incorporated within the revised plan.

181/16 Overview and Scrutiny and independent clinical review reports

The Chair confirmed that discussions had been held yesterday with Mrs K Partington and it was noted that at the moment the SRG was only able to note the contents of both reports.

The NHS Improvement Executive Managing Director (Lancashire), Mrs L Simpson, had attended the Overview and Scrutiny Committee yesterday and feedback was awaited on the outcome of the meeting. The Chair confirmed that enquiries would be made of Councillor S Holgate, the author of the Overview and Scrutiny report regarding whether any further information or actions were required to be presented by the SRG this week although the Chair was aware that the Overview and Scrutiny Committee would want the CCGs to undertake a look back exercise on the closure of the Chorley emergency department. The Chair referred to a meeting that had been held last week with Councillor S Holgate who was pleased with the recommendation for Chorley to re-open a 12-hour emergency service and had asked for further information on the chronology on the urgent care centre which had been supplied yesterday. Mrs J Mellor confirmed that the chronology, which helped to evidence that there had been a rigorous and robust process, would be shared with Mrs S Hargreaves.

Resolution:

- **Mrs J Mellor to share the urgent care centre chronology with Mrs S Hargreaves; and**

- **The SRG formally received and endorsed the Overview and Scrutiny and independent clinical review reports although acknowledged that there remained inaccuracies within the independent clinical review report.**

182/16 Chorley A&E re-opening plan, including staffing position, risk/actions log and Lancashire Teaching Hospitals/GoToDoc Governance Board

Mrs S Hargreaves confirmed that the Trust was continuing to provide the urgent care centre at Chorley and the first draft of the mobilisation plan had been circulated to SRG members yesterday. It was noted that consultants in emergency medicine continued to express concern regarding mobilisation plans for the Chorley emergency department as this would rely on consultants undertaking additional hours in excess of the additional hours currently being worked and there was concern about how the plan would be achieved.

With regard to staffing, Mrs S Hargreaves confirmed that the doctor expected to commence with the Trust in December 2016 would not now be starting and attempts over the last two weeks to contact the doctor had not been successful. There were a number of doctors who were awaiting their international English language testing system (IELTS) examinations; advertisements continued to be placed for locum and middle grade appointments; and the Trust had reintroduced the associate specialist role to attempt to attract appropriate doctors. A meeting had also been held yesterday with GoToDoc and discussions had included their nurse staffing levels which would inform the Trust's nursing requirements to support the emergency department.

Mrs K Partington joined the meeting at this point.

Mr G Curry asked whether a plan B was being considered in the event that the Trust did not achieve the required staffing levels by January 2017. Mrs S Hargreaves confirmed that the Trust would not wait until January 2017 before considering an alternative plan. It was, however, reiterated that patient safety must come first. The consultants in emergency medicine had on-going concerns around re-opening the Chorley emergency service. Mrs K Partington commented that the Trust was facing a difficult time in recruiting appropriate staff for the January 2017 deadline but that every effort was being made.

Dr D Patel joined the meeting at this point.

In response to a question from the Chair regarding the appointment status of the doctors from Jordan, Mrs K Partington confirmed that recruitment under the medical training initiative (MTI) scheme was continuing although the process was protracted and whilst the local MP (Seema Kennedy) had asked whether any support could be provided to progress appointment of the doctors it was noted that the delays and challenges were being experienced in the procedures in Jordan not the UK. Mrs S Hargreaves noted that there was an issue with the IELST examination and the Trust had enquired whether the examination could be taken in the UK with the Trust signing off the doctors English language skills and capabilities or whether Preston College could support this process to speed recruitment although the Trust had been informed that this was not possible. Mrs S Hargreaves confirmed that a detailed spreadsheet was being populated to provide evidence of the work the Trust was undertaking to attempt to recruit staff.

Mrs K Partington proposed that it would be helpful for the Chair and herself to meet with NHS Improvement and NHS England to share the current position in respect of staffing. It was noted that one Trust consultant would be retiring, one would be taking maternity leave and one had indicated their intention to reduce their hours to part-time in the near future.

Mrs K Partington confirmed that the Trust would do everything within its power to re-open the emergency service at Chorley in January 2017 although noted that at the moment the consultants in emergency medicine were already working an additional 200 hours per month. It was suggested that the risk log be presented to future SRG meetings and Mrs S Hargreaves agreed to refresh and consolidate the log for presentation with effect from the next SRG meeting on 2 November 2016. Mrs K Partington also felt that an evidence file should be compiled on re-opening the Chorley emergency department and Mrs S Hargreaves agreed to action.

Further discussion was held regarding the timing for the meeting with NHS Improvement and NHS England and it was agreed that this would be arranged for the end of November 2017 when there would be a clearer picture on mobilisation of the urgent care service by GoToDoc.

Professor M Pugh joined the meeting at this point.

Mrs S Hargreaves reported a positive meeting had been held yesterday with GoToDoc and discussions had been held regarding communications. It was expected that there would need to be very clear collaborative communications between GoToDoc and the Trust and CCGs on the urgent care service. Mrs E Portsmouth confirmed that communications would be incorporated into the winter communications plan. Mrs S Hargreaves confirmed that the potential for joint communications on winter planning had also been discussed at the Directors of Operations meeting yesterday and Mrs J Mellor agreed to raise this at the Network meeting later today.

Resolution:

- **Mrs S Hargreaves to refresh and consolidate the risk/evidence logs and present to the SRG meetings with effect from 2 November 2016;**
- **Mrs S Hargreaves to produce and update an evidence file on re-opening of the Chorley emergency department;**
- **The Chair to arrange a meeting between herself, Mrs K Partington and representatives from NHS Improvement and NHS England to be held at the end of November 2016; and**
- **Mrs J Mellor to raise the potential for joint communications on winter planning at the Network meeting later today.**

183/16 Review of SRG terms of reference and membership

The Chair reminded members that the focus of the SRG was now directed to re-opening of the Chorley emergency department and consideration would need to be given to the terms of reference and membership of the SRG as the A&E Delivery Board had now been introduced.

Mrs K Partington referred to the need to align committees and meetings to the Our Health Our Care programme and asked what the SRG forum would provide to ensure

discussions were not replicated within other forums. The Chair explained that the SRG would be time-limited to re-opening of the Chorley emergency department and acknowledged that once this happened then the SRG would not be required therefore there was a need to reframe the terms of reference and membership to cover that period.

Mrs J Mellor noted that the terms of reference, with the exception of the re-opening of the Chorley emergency department, had been subsumed into the A&E Delivery Board and suggested that specific reference would need to be made to the Chorley emergency department re-opening and urgent care centre mobilisation, along with agreeing the frequency of SRG meetings. Mrs S Hargreaves proposed that the SRG should continue to meet fortnightly and Mrs K Partington proposed that as the SRG meetings would focus on mobilisation then GoToDoc would need to be represented at future meetings. It was noted that the SRG going forward would not be a voting board and any financial discussions would be held between Mr M Gaunt and Mr P Havey.

With regard to membership, Mrs T Hibbert felt that Lancashire Care was not considered to be a core representative for future meetings although would be happy to be co-opted to attend any future meetings. During discussion it was agreed that representatives would be identified from the CCGs, North West Ambulance Service, NHS England (Mr M Smith) and GoToDoc. It was confirmed that Mrs K Partington, Mrs S Hargreaves and Professor M Pugh would continue to represent Lancashire Teaching Hospitals.

Resolution:

- **Mrs J Mellor to review the terms of reference for the SRG taking into account the comments made in discussion for presentation to the next meeting on 2 November 2016.**

184/16 Overview and scrutiny report

Mrs K Partington referred to the response to the Overview and Scrutiny Committee report and felt that a joint response should be prepared. The Chair referred to earlier discussions and confirmed that feedback would be obtained from Mrs L Simpson following her attendance at the Overview and Scrutiny Committee meeting yesterday. A check would be made with Councillor S Holgate regarding the CCGs' responsibility to undertake a look back exercise and whether there were any outstanding actions or information that Councillor S Holgate required regarding the Chorley emergency department.

Mrs E Portsmouth referred to a draft response that had been developed and forwarded to Lancashire Teaching Hospitals' communications manager (Mrs L Kelly) and it was agreed that this would be sent to Mrs S Hargreaves.

Resolution:

- **Mrs E Portsmouth to forward a copy of the draft response to the Overview and Scrutiny Committee report to Mrs S Hargreaves.**

185/16 Date, time and venue of next meeting

The next SRG meeting will be held on Wednesday, 2 November 2016 at 8am in Boardroom 1, Chorley House, Lancashire Business Park, Centurion Way, Leyland, PR26 6TT.