

# System Resilience Group – Chorley A&E

2 November 2016 | 8.00am | Boardroom 1

Chorley House, Chorley and South Ribble and Greater Preston CCGs

## Present:

Jan Ledward	Chief Officer, CCGs (Chair)
David Beckett	Chief Executive, GTD Healthcare
Suzanne Hargreaves	Operations Director, Lancashire Teaching Hospitals
Karen Partington	Chief Executive, Lancashire Teaching Hospitals

## In attendance:

Karen Brewin	Committee Secretary, Lancashire Teaching Hospitals (minutes)
Phebe Hemmings	Company Secretary, Lancashire Teaching Hospitals
Jane Kitchen	Unscheduled Care Transformation Manager
Sandra Lewis	Executive Assistant, CCGs (minutes)
Erin Portsmouth	Head of Communications and Engagement, CCGs

## Apologies:

Gora Bangi	Chair of Chorley and South Ribble CCG
Graham Curry	North West Ambulance Service
Jayne Mellor	Head of Planning and Delivery, CCGs
Dinesh Patel	Chair of Greater Preston CCG
Mark Pugh	Medical Director, Lancashire Teaching Hospitals
David Rigby	North West Ambulance Service
Mike Smith	Head of Assurance and Delivery (Lancashire), NHS England

## 186/16 Apologies for absence

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

## 187/16 Minutes of the previous meeting

The minutes of the meeting held on 19 October 2016 were approved as a correct record subject to amendment to the third paragraph of minute 182/16 which should read:

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 ongoing 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.

In reviewing the minutes it was noted that the majority of actions had been completed or were being progressed.

## **188/16 Terms of reference and membership**

A copy of the proposed terms of reference and membership for the SRG A&E forum had been circulated with the agenda for consideration and approval. The Chair noted that the majority of responsibilities for the SRG had now passed to the newly formed A&E Delivery Board and the terms of reference outlined the membership, quorum, frequency and purpose of the time-limited SRG to oversee re-opening of the Chorley emergency department.

The Chair proposed that Mrs E Portsmouth be co-opted to the SRG to co-ordinate communications and this was supported by SRG members.

Mrs P Hemmings asked if there was a need for agreement to proposals for service change whether this would be by consensus. The Chair confirmed that consensus would be expected and boards of individual organisations would be responsible for formal approval of any proposals for change in practice or service. Mrs E Portsmouth noted that this point was covered within section 7.3 of the terms of reference.

### **Resolution:**

- **The terms of reference were approved as presented; and**
- **Mrs E Portsmouth to be co-opted to the SRG to co-ordinate communications.**

## **189/16 Chorley A&E re-opening plan, including staffing position and risk/actions log**

A copy of the overall status report as at 2 November 2016 on the medical staffing position to support re-opening of a limited hours' emergency department service at Chorley had been circulated prior to the meeting for information. Mrs S Hargreaves delivered the contents which were presented alongside the mobilisation plan and risk assessment to clearly identify the current gaps in medical workforce and progress being made to support re-opening in January 2017 when the urgent care service provider mobilised.

It was noted that meetings had commenced with GTD Healthcare and the Trust was utilising the GTD Healthcare workforce model to inform the staffing requirements for the Chorley emergency department aligned to the urgent care centre. It was noted that a number of meetings had been held with the consultants in emergency medicine who continued to express significant concerns regarding the ability to safely staff the emergency department service and the Executive Team was continuing to work with the emergency department team to understand and review workforce requirements.

Mrs S Hargreaves provided an outline of the two medical workforce scenarios detailed within the report which included a range of assumptions. An overview of the ongoing recruitment work and advertisements for consultants and middle grade doctors was provided and it was noted that the Trust had developed a further career grade opportunity through the introduction of an associate specialist role.

Reference was made to the independent clinical review recommendation that the additional nursing staff moved from Chorley to support Preston must remain as their view was that the Royal Preston Hospital site had been understaffed and an outline of the gaps in the qualified and unqualified nursing workforce was provided for information.

Mr D Beckett commented that GTD Healthcare recognised the need to maintain working between teams and referred to potential opportunities for blended roles in respect of 1.5 wte medical provision. It was noted that there may be opportunities to work to support both the Trust and the urgent care centre to offer stability and resilience.

A copy of the risk and mitigation log had been circulated prior to the meeting and Mrs S Hargreaves provided an overview of the contents for information. Mrs K Partington proposed that the risk and mitigation log be shared with NHS Improvement and this was supported by SRG members.

The Chair asked whether risks were being picked up at the fortnightly mobilisation meetings between the Trust and GTD Healthcare around communications for patients on service changes at each hospital site. Mr D Beckett confirmed that issues around communications and staff briefings had been identified although Mrs S Hargreaves clarified that this related in the main to communications for patients. Mrs P Hemmings referred to discussions at yesterday's mobilisation meeting regarding signage for the two entrances to the emergency department and urgent care centre at Chorley and the need for further discussions regarding communications about the new services. Mrs E Portsmouth described the work being undertaken by individual organisations and suggested that a communications link be identified for the mobilisation group. It was agreed that the CCGs' corporate communication manager (Mrs C Brown) would join the mobilisation group as the communications link.

Mrs J Kitchen referred to the plan for re-opening the Chorley emergency department from 18 January 2017 and it was expected that there would be limited communications for patients regarding service changes as they would be expected to utilise the NHS 111 service. It was explained that from 23 November 2016 when the clinical divert was introduced by GTD Healthcare patients would be expected to present at Chorley and South Ribble Hospital not Euxton Medical Services and NHS 111 would be advising patients accordingly. Mrs S Hargreaves felt the issues were more about communications from 18 January 2017 onwards to ensure that patients were fully informed and aware of access arrangements for urgent and emergency care. Mrs K Partington referred to work that had been completed by Healthwatch Lancashire which had identified the need for robust communications regarding urgent and emergency care services. Mrs E Portsmouth commented that she was confident regarding communications and milestones which would need to align to the limited hours re-opening plan. It was agreed that the updated communications plan would be presented to the SRG meeting on 30 November 2016.

**Resolution:**

- **Mrs S Hargreaves to share the risk and mitigation log with NHS Improvement;**
- **Mrs C Brown (CCGs' corporate communications manager) to join the mobilisation group as the communications link; and**
- **Mrs E Portsmouth to present the updated communications plan to the SRG meeting on 30 November 2016.**

## **190/16 GTD update regarding urgent care centre mobilisation**

Mr D Beckett referred to the Greater Preston and Chorley and South Ribble mobilisation project status report produced internally by GTD Healthcare and it was agreed that it would be helpful to share the status report with SRG members.

It was reported that recruitment was in train, advertisements had been placed for consultants and interviews had been scheduled to appoint nurse practitioners. It was noted that two applications had been received for GP posts and two GPs had been in contact regarding working in the urgent care centre along with approximately 50 expressions of interest for working to support the out-of-hours service. It was felt that the main pressure would be identifying staff to work at Royal Preston Hospital as GPs had expressed a preference to be based at Chorley. Discussions had commenced on clinical pathways with clinical leads and pathway discussions were progressing. Mr D Beckett confirmed that the project plan was on track and there were no significant issues to report.

Mrs J Kitchen noted that discussions had been held with Chorley Medics and GP leads had been rostered to GTD Healthcare for the out-of-hours service.

### **Resolution:**

- **Mr D Beckett to share the mobilisation project status report with SRG members.**

## **191/16 Communications and engagement plan**

Mrs E Portsmouth referred to the communications and engagement plan that had been approved prior to publication of the independent clinical review report and discussions that had been held with the Trust's communications manager (Mrs L Kelly) regarding the response to the Health Scrutiny Committee report. Mrs E Portsmouth suggested that the amended communications and engagement plan should be included within the pack of information to be submitted to the Health Scrutiny Committee Chair (Councillor S Holgate) which was effectively the winter plan: this was supported by SRG members.

The Chair proposed that the main discussion for the next SRG meeting should focus on the response to the Health Scrutiny Committee report and noted that the communications and engagement plan would form part of the information pack. It was agreed that SRG members would forward any comments or observations regarding communications and engagement to Mrs E Portsmouth before the next SRG meeting.

The Chair also proposed that there was a need to consider how the SRG addressed the look back exercise as there would be a requirement to inform the Health Scrutiny Committee that this was being progressed. Mrs K Partington acknowledged the point and asked for clarification on expectations of the Health Scrutiny Committee around what the look back exercise would achieve. The Chair explained that the Health Scrutiny Committee had not been clear on the parameters for the look back exercise and, if required, the process would need agreement of the CCGs' governing bodies and the Trust's board of directors.

Mrs S Hargreaves referred to a recent meeting with Mrs P Hemmings to review the draft response to the Health Scrutiny Committee report and the Trust had reflected some of the lessons learned within the draft response. Mrs E Portsmouth confirmed that work

was also being undertaken around ongoing lessons learned as part of the Our Health Our Care programme. It was agreed that Mrs S Hargreaves would forward the draft response to Mrs E Portsmouth.

Mrs K Partington referred to a meeting that had been arranged with the Health Steering Group (a sub-group of the Health Scrutiny Committee comprising the Health Scrutiny Committee Chair, Deputy Chair and two Councillors) on 14 November 2016 at 1pm at County Hall in Preston at which senior representatives from the Trust would be attending and suggested it may be helpful for the Chair to also attend.

**Resolution:**

- **Mrs E Portsmouth to include the amended communications and engagement plan in the information pack for submission as part of the response to the Health Scrutiny Committee report;**
- **SRG members to forward comments regarding communications and engagement to Mrs E Portsmouth prior to the next SRG meeting on 16 November 2016;**
- **The focus for the next SRG meeting would be on the response to the Health Scrutiny Committee report;**
- **Mrs S Hargreaves to share the draft response to the Health Scrutiny Committee report with Mrs E Portsmouth; and**
- **The Chair to determine whether it would be possible to attend the Health Steering Group meeting on 14 November 2016.**

**192/16 Date, time and venue of next meeting**

The next SRG meeting will be held on Wednesday, 16 November 2016 at 8am in Boardroom 1, Chorley House, Lancashire Business Park, Centurion Way, Leyland, PR26 6TT.