

Oxfordshire Clinical Commissioning Group Board Meeting

Date of Meeting: 25 May 2017

Paper No: 17/32

Title of Paper: Locality Clinical Director Reports

Paper is for:

(please delete tick as appropriate)

Discussion

Decision

Information

✓

Purpose and Executive Summary:

To update the Board on matters arising in the Localities.

Financial Implications of Paper:

There are no financial implications in the paper but items referred to in reports may have financial implications.

Action Required:

The Board is asked to note the content of the reports.

OCCG Priorities Supported (please delete tick as appropriate)

✓	Operational Delivery
✓	Transforming Health and Care
✓	Devolution and Integration
✓	Empowering Patients
✓	Engaging Communities
✓	System Leadership

Equality Analysis Outcome:

Not Applicable

Link to Risk:

The paper does not link directly but items contained within the paper may link to risks on the Strategic Risk Register and/or Red Operational Risk Register.

Detail which strategic or operational risks this paper is linked to and ensure attached paper clearly demonstrates the current mitigation. Explain if not applicable.

Author: Locality Clinical Directors

Clinical / Executive Lead:

Date of Paper: 16 May 2017

North Oxfordshire Locality Group (NOLG)**Locality Clinical Director Report**

Dr Paul Park

In its meetings in March and April 2017, the North Oxfordshire Locality Group of representatives from twelve practices discussed the following subjects:

1. Oxfordshire Healthcare Transformation Plan

The practices were updated on progress with the public consultation.

2. NOLG Locality meetings

Topics discussed at the NOLG meetings in March and April 2017 included:

- **Integrated Locality Team (ILT):** Practices had invited ILT representatives to meetings but attendance was limited, and mainly took place where teams were already co-located. GPs wanted more feedback about patients referred to ILT. Dr Neil Fisher continues to attend **the local community steering group (LCSG)**, which discusses the activities and plans for the ILT in north Oxfordshire, on behalf of NOLG.
- **OCCG primary care framework (PCF):** As with all the other localities in OCCG, NOLG set out to discuss how to implement the PCF in north Oxfordshire. Initial discussion in April focused on:
 - Routine appointment availability, especially the plausibility of carrying out a **Royal College of General Practitioners third appointment audit** in all NOLG practices to assess how far they are from the PCF aspiration of pre-booked appointments being available within 7 days;
 - Patient involvement, especially whether the PCF should be distributed to all practice participation groups (PPGs) for discussion;
 - Same day neighbourhood access hub (NAH) capacity in Banbury for urgent appointments, especially about the relative unreliability and short notice of NAH appointments in Banbury;
 - The possibility of sharing out care homes for proactive medical cover among NOLG practices.
- **Clinical pharmacists in general practice:** there was disappointment that the local bids for national funding from Banbury and Chipping Norton had been unsuccessful, especially in view of how useful the Banbury practices currently employing pharmacists (Hightown, West Bar, Woodlands) found them. Given the lack of feedback from the national team, NOLG practices are currently not inclined to apply again in future rounds of bidding.
- **SCAN (suspected cancer service):** NOLG were pleased to know that this new service was now available in the locality, and made suggestions about the best mechanisms for patient referral. Many practices had referred patients to the SCAN service already, and some patients had already been diagnosed with cancer which otherwise would not have met the national 2 week wait criteria.
- **Physical/biometric health monitoring issues in mental health:** NOLG supported the approach agreed by Dr David Chapman with Oxford Health Foundation Trust (OHFT) clarifying the responsibilities of primary and secondary care.

- **OCCG GP Bulletin:** NOLG provided feedback about measures to make the content more readily accessible to practice colleagues.
- **Local Investment Scheme:** there was discussion of the draft scheme for 2017-18, including differing views on the value of the GP Update courses.
- **CCG 360° review:** NOLG practices discussed the factors affecting stakeholders' view of the CCG including doubts about the value of CCGs in the health system and communication issues with member practices. Many NOLG practices assured OCCG that it was doing an excellent job under very difficult national circumstances, and that poor feedback in the survey likely reflected practice dissatisfaction with the system and with national pressures on general practice.

3. Liaison meeting with Oxford University Hospitals Foundation Trust (OUHFT)

OUHFT arranged a clinical liaison meeting for Horton hospital consultants and North locality GPs on 29 March 2017. This was well attended by both groups and discussed various topics including the need for more effective communication and co-operation between primary and secondary care, the currently vulnerable situation of general practice in Banbury, and possible joint projects and joint working between OUHFT and north Oxfordshire practices.

OUHFT are planning another clinical liaison meeting in the summer, with the support of NOLG leadership. This will take the form of a joint workshop discussing urgent care at the Horton.

4. Sustainable primary care in Banbury

Shortage of GPs remains an acute issue for several Banbury practices. Discussions between local parties continue to seek a sustainable future model for the practices in Banbury experiencing difficulties.

5. Public and patient engagement

The North Oxfordshire Locality Public & Patient Forum re-elected Anita Higham for another three years as Chair of the group. Under the revised Terms of Reference, each practice Patient Participation Group had a vote. There was very good engagement in this election in which two candidates stood.

The North Oxfordshire Locality Public & Patient Forum has reported discussion with local people and groups about the Oxfordshire transformation programme (the group submitted a collective response to the Big Consultation), services from Carers Oxfordshire, and the current situation in primary care in Banbury.

North East Oxfordshire Locality Group (NEOLG)**Locality Clinical Director Report**

Dr Stephen Attwood

Locality meetings

The April and May meetings focused on:

OCCG Primary Care Framework (PCF) –practices were asked to consider a number of questions around how the aspirations within the document may be achieved, and at what cost. Practices expressed considerable concern that public expectation would increase if it was believed that the 7 day routine appointment aspect could be delivered in the short term given the current pressures in primary care.

It was felt; that this aspiration should be tempered centrally with a clear statement that for many Oxfordshire practices the capacity was simply not available to meet this at this time though it was a reasonable target for the CCG to aim to resource practices to achieve in the future.

The May meeting was a facilitated event, focussing on the structure of primary care which could potentially be delivered within the next three years to support both practice sustainability, and service improvement, to meet the increasing pressures. The group identified the positive achievements of working together, and the priority areas for further development. The June meeting will continue to focus on the development of the Place Based Plans, and how to overcome some of the barriers highlighted. Recognition was given to the housing growth in Bicester, and now being considered for Kidlington through to Woodstock, and Heyford. An updated Data pack was also available.

Locality Plans – The above discussions will lead to an update of the North East Locality Plan, with a Place Based approach being used to define the detail on what may be required where over the next 10 years. A template for these plans is being defined and projects will be aligned to the various STP work-streams.

Clinical discussions included: the OUHFT Diabetes services pilot, with an update on progress to date. All practices have held their multi-disciplinary team meetings and are finding the approach useful to highlight both difficult patient compliance, and agree joint actions to review challenging patients in detail, with the notes to hand. Good relationships were in place to support this group.

The National Diabetes Prevention Programme was presented by Dr Amar Latif who explained the current position, and how support for pre-diabetic patients at an early stage with a behavioural intervention programme can reap significant benefits in reduced incidence of the disease, reduced cardiovascular risk factors, and haemoglobin A1c (A1C) and fasting glucose. A number of practices expressed interest in being Trailblazer sites.

NE Locality Community Service Group meetings – are held monthly, with progress being made towards co-location of social care with adult mental health representatives and the Integrated Locality Team based in the Bicester Community Hospital. Carer identification and registration is a focus area, along with considering a trusted assessment form. A further area is a review of rapid response pathway for frail older people to avoid hospital admission. Mapping of the current services is underway with good stakeholder engagement. Joint access to records is a significant issue countywide.

Local representation at the countywide Leadership and Integration event held on 25 April 2017 led to some valuable shared learning around how other Localities are progressing. OCCG is seeking the key barriers to continued progress from each Locality so that these may be explored for possible resolution.

Papers - were presented on the following:

- Various Primary Care Framework papers
- Primary Care Locality Investment Scheme 2016/17 progress and 2017/18 proposal
- Prescribing Local Incentive Scheme 2017/18
- Planned Care project updates
- Workflow Optimisation and Medical Terminology training
- Savings Taskforce update.

Federated working - ONEMed

ONEMed continues to provide patient services in the forms of the Primary Care Visiting Services and Urgent access hubs within hours, and extended hours under STP and GP Access Fund (GPAF) initiatives.

Provision of primary care in Bicester is high on their agenda as they meet with Michael Macdonnell, NHS England Director for Strategy, along with representatives from Oxfordshire County Council, OCCG including NEOLG, and member practices from the town. They are looking to find ways of streamlining financial and contractual processes to allow more collaborative working across providers in the locality, especially with regard to premises.

Bicester Healthy New Town project -

The following progress was achieved in March and April 2017:

- All primary schools in Bicester have now signed up to the programme and will be taking part in a range of activities to promote the active school day, starting with participation in the national Walk to School Week commencing 15 May 2017
- Healthy Cycle Rides have started from two of the practices in the town
- Voluntary Sector Forum established to provide a network of support and to build the capacity of the third sector in Bicester
- Practices have extracted data for predictive modelling work to identify impact of growing population on demand for primary care
- Play on social isolation attended by 120 people and strategy to reduce loneliness agreed

- Survey tool finalised and distributed to all Bicester households to gather baseline data on levels of activity, healthy eating and social isolation
- Bicester has been asked to lead the evaluation collaborative for all 10 sites in the NHS programme – first meeting held to agree common components for evaluation at all sites
- Publication of a leaflet detailing *six steps to healthy living* to promote the programme to the general public.

Public and Patient engagement

The next meeting of the NE Patient Participation Group (PPG) Forum is planned for 12 June 2017. Meantime the PPG Forum Chair has been attending the NE main Locality meetings, the Countywide PPG Forum Chairs meeting, and liaising as required.

A Rotarian event held in Woodstock on 6 May 2017 focused on Stroke awareness and prevention, and this was supported by the PPG group along with Healthwatch. Attendance was good due to its being held on a Saturday, and market day, and leaflets were distributed with a Have Your Say approach encouraged. The main aim was to encourage patient sign up to the local PPG practice groups.

Oxford City Oxfordshire Locality Group (OCOLG)**Locality Clinical Director Report**

Dr David Chapman

Locality meetings

The April and May meetings focused on the areas below. The next main Locality meeting will be held on 8 June.

OCCG Primary Care Framework (PCF)

The focus in the past two months has been around reaching a common understanding and general agreement on the Primary Care Framework element of the Oxfordshire Transformation Plan. From these discussions the direction of travel is being explored with a view to updating the Oxford City Locality Plan, with specific Place Based Plan details around improved practice sustainability and service provision. Work on this will continue through May and June, with an early view of the plan expected to be available to a future Board meeting.

A Primary Care Framework data pack was provided to practices, which included a table clearly showing the Index of Multiple Deprivation scores across county by the 10th, 20th, and 30th of practice population in the lower super output areas. With some 18% of the City practice population within the 30% category; this clearly demonstrates the need for the Deprivation Locally Enhanced Service proposed earlier this year.

Other clinical discussions:

A discussion took place around the opportunity for City to participate in a Diabetes project, when the outcome of the North East Locality project is viewed as successful.

Dr Amar Latif presented on the National Primary Care Prevention work, seeking practices to sign up as Trailblazers in preparation for further funding next year to get this important area underway. A number of practices came forward to express interest, and discussions are also in progress with LMC over funding.

Updates were given around the 2016/17 Primary Care Locality Investment Scheme position, the 2017/18 Primary Care Locality Investment Scheme, the 2017/18 Prescribing Local Incentive Scheme progress.

The Locality Community Services Group monthly meetings continue with slow but steady progress towards improved joint working. The countywide Leadership and Integration Workshop was held on 25 April 2017 and shared best practice from across the county. Oxford City (Dr Louise Bradbury Oxfed) presented the work in the City to develop better integration in the locality based around neighbourhood clusters. OCCG has asked each Locality to identify their main barriers to progress so that these may be explored further, with a view to resolution.

Having followed the approved election process, the two Deputy Locality Clinical Director posts were appointed to, with Dr Karen Kearley and Dr Merlin Dunlop as

successful candidates. They will therefore continue their tenure for a further three years.

Papers - were presented on the following:

- Monthly Planned Care Project update
- Savings Taskforce Update, Medical Terminology Flyer
- Workflow Optimisation sign-up sheet
- Home Share Oxford update
- City Locality Community Services Group meeting and Integration Workshop
- Life to mean life for GPs (*humorous article*).

Barton Healthy New Town (BHNT)

The BHNT Steering Group is awaiting final drafts of the Health Impact Assessment, research project and final programme evaluation, which will then be submitted to NHSE. The Steering Group has been given verbal indication from NHSE of some continued funding for BHNT, but we are awaiting confirmation. In the meantime, we are planning for structures to be in place in anticipation of continuation. The video vignettes produced, depicting interviews with community members, are available on YouTube and Oxford City Council FaceBook and Twitter accounts: “Barton Healthy New Town will transform health and wellbeing services to help current and future residents lead healthier and happier lives!”

Federation development - PMCF Schemes

OxFed continue to progress implementation of the 7 Day Access Scheme services (supporting increased patient access and enabling delegation of work from GPs to other clinicians to provide a more comprehensive service to patients). An interim (pilot) service ran during March / April and provided useful lessons that have informed the development of the full service which began on 15 May. The work to implement an EMIS Clinical Service with remote consulting has been completed and will support the aforementioned services. Training for practices including GPs and receptionists is now underway.

The Federation bid to NHS England for funding for Clinical Pharmacist support across the patch, covering medicines management, chronic disease management, minor illness management, audit and education was unsuccessful however we have met with NHSE and will be submitting a revised bid this week.

OxFed continue to deliver the Practice Care Navigator Service across the city and are making progress with the wider Practice Sustainability package that has been funded through the Locality (including work on education and workforce development, volunteering, practice efficiency, a Federation staff pool and ongoing work to explore options for closer / joint working with other Federations and community services).

The Rose Hill leasing arrangements are being finalised with OUHFT, and planning for the implementation of the long term conditions pilot is underway.

OxFed received a very favourable CQC inspection report during April. No rating was provided as the CQC decided that the current rating system was not relevant to Federation services.

Public and Patient engagement

The City Patient Participation Group (PPG) Forum Core Leadership Team met 24 March 2017 to plan a Forum / public event to be held on 6 June. This work is now in abeyance until after the General Election due to purdah restrictions, and is likely to take place in July.

Meanwhile, a member of the Core Leadership Team attend the monthly Locality and Countywide PPG Forum Chair meetings as they are able, and input to support practices where possible.

South East Oxfordshire Locality Group (SWOLG)**Locality Clinical Director Report**

Dr Andrew Burnett (presented by Dr Ed Capo-Bianco)

Locality Clinical Director

The locality practices have elected a new Locality Clinical Director: Dr Ed Capo-Bianco who started on 16 May. Dr Amar Latif was re-elected to the Deputy Locality Clinical Director role. Dr Capo-Bianco is a GP in Goring-on-Thames and we welcome him to the CCG.

Prescribing incentive scheme 2017/18

After considerable debate all the SE practices have signed up to the scheme. Their main concerns were that the scheme appeared complex and that there was a risk that practices could invest resources in the scheme and achieve savings yet not receive any reward if the locality as a whole did not stay within budget. The Head of Medicines Optimisation attended our locality meeting and was able to address the practices' concerns.

Online CCG formulary

Odelia Eke from the Medicines Management Team demonstrated the new online formulary at our locality meeting. It was well received by the GPs.

Carer's champion training

The locality has arranged for a representative from each practice to be trained as a carer's champion. This initiative was prompted by a presentation to the South East Locality Forum patient group by Carer's Oxfordshire. We recognise the important work undertaken by carers across the county.

Locality plan for the Primary Care Framework

We have agreed to devote the majority of our June meeting to develop our locality plan.

South West Oxfordshire Locality Group (SEOLG)**Locality Clinical Director Report**

Dr Jonathan Crawshaw

Dr Jonathan Crawshaw was elected to the role of Locality Clinical Director, and took up this position at the start of May 2017. The previous LCD, Dr Julie Anderson, retired from the CCG at the end of April 2017. The position of Deputy Locality Clinical Director is now vacant, and although other practices in the locality have been individually approached, no expressions of interest in this role have yet been received.

Monthly Locality Meetings

The **April locality meeting** included presentations and discussions around the new enhanced, integrated diabetes service, and the National Diabetes Prevention Programme (NDPP). Both these proposals were received positively by practice representatives, and several practices volunteered to be part of a first wave locally for the NDPP. The new Locality Community Dermatology Service (based at Woodlands Medical Centre in Didcot) is running smoothly, with good outcomes for patients. The service treats patients with low risk skin cancer, and there is potential for expansion of the service to offer this choice to more patients in South Oxfordshire. The meeting warmly thanked Dr Julie Anderson for her three years of leadership and service as LCD.

Formation of a SWOL plan for delivery of the Oxfordshire Primary Care Framework is the main agenda item for the next locality meeting on 16 May. Oxfordshire GP Federations and Oxford Health NHS Foundation Trust are considering how they work together to support delivery of primary and community services. These discussions and their implications for the locality plan will form part of the discussion at the May locality meeting.

New housing and population growth

The Locality team continue to coordinate plans for new and expanded GP services in response to neighbourhood housing plans. The anticipated population growth affects every part of the locality, and plans for new housing have emerged almost monthly over the last six months.

Patient and Public Participation:

The SWOL Forum wrote a response to the Phase 1 OCCG consultation, and this feedback was acknowledged and discussed at the April locality meeting. The patient forum raised a number of concerns about plans to reduce the number of secondary care beds, the ability of primary care and social care systems to absorb any transferred workload, and a perception among some older people that they are blamed for NHS problems.

West Oxfordshire Locality Group (WOLG)**Locality Clinical Director Report**

Dr Miles Carter

1. Primary Care Framework – locality plan

At its meeting in April 2017 WOLG focussed on workforce-related issues due to the pressures on recruiting sufficient clinical staff. WOLG discussed different models for triage including the receptionist's role and the need to engage patients in service development. Next steps are for the locality to consider:

- Measures to support skill-mix in practices
- The potential of a locality primary care single point of access.

2. WOLG Locality meetings

At its meeting in April 2017 WOLG also discussed the following issues:

- **2 Week Wait** – Locality Clinical Directors to follow up the impact of the current cancer referral system on speed of patient referrals and GP workload
- **Datix** – the desire for more feedback on issues logged by GPs
- **Prescribing Incentive Scheme** – issues about how the recently announced scheme would work and the risk of it disincentivising historically high-performing practices.
- **Diabetes focus** – clinical lead Dr Amar Latif led discussion on:
 - Current state of diabetes performance and outcomes in Oxfordshire
 - The integrated diabetes project under development and the different activity and funding streams proposed for primary care
 - NHS Diabetes Prevention Programme – the options for practices to get involved in referring patients to this new service
- **GP Forward View** - desire to understand the multiple initiatives and funding streams resulting from the Forward View and frustration at the complexity
- **Deer Park Medical Centre** – practices and CCG working to ensure the remaining patients registered at Deer Park are transferred to a new practice
- **Midwife accommodation in primary care** – the difficulties of reconciling core practice needs with providing space for a local and sustainable midwife service discussed.

3. Public and patient engagement

The Public and Patient Partnership West Oxfordshire (PPPWO) forum has recently held a listening event in Burford working in partnership with local organisations to reach local residents. A full report will be available to future WOLG meetings.

The forum steering group discussed at its April meeting:

- Revisions to the forum Terms of Reference
- Role of OCCG's primary care patient group
- Report from the Oxford Health Foundation Trust Council of Governors.

4. Locality community services group

- Group members have been participating in the Leadership in Integration programme
- The group intends to reconvene to pick up priorities from the locality Primary Care Framework plan.