

Oxfordshire Clinical Commissioning Group Board Meeting

Date of Meeting: 27 September 2018	Paper No: 18/55
---	------------------------

Title of Paper: Locality Clinical Director Reports

Paper is for: <small>(please delete tick as appropriate)</small>	Discussion		Decision		Information	✓
--	-------------------	--	-----------------	--	--------------------	---

Conflicts of Interest <small>(please delete tick as appropriate)</small>	
No conflict identified	✓
Conflict noted: conflicted party can participate in discussion and decision	
Conflict noted, conflicted party can participate in discussion but not decision	
Conflict noted, conflicted party can remain but not participate in discussion	
Conflicted party is excluded from discussion	

Purpose and Executive Summary: To update the Board on matters arising in the Localities.
--

Engagement: clinical, stakeholder and public/patient: Not Applicable
--

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 <small>(please delete tick as appropriate)</small>	
✓	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 directly link to risks on the Risk Register but items contained in the Locality Clinical Director Reports may do so.

Author: Locality Clinical Directors

Clinical / Executive Lead:

Date of Paper: 14 September 2018

North Oxfordshire Locality Group (NOLG)

Locality Clinical Director Report

Dr Shelley Hayles

1. New partnership working in the locality

The North Oxfordshire Locality continues to pilot a partnership working approach between North Oxfordshire Locality Group (NOLG) and the NOxMed federation. This has already succeeded in merging two previous monthly meetings, saving time for many practice colleagues. The locality anticipates achieving swifter service improvements through closer working.

2. Integrated Front Door (IFD) Proposal

This proposal to integrate same-day urgent care in Banbury and address high minor use of A&E is the major topic being considered in the North locality.

The August locality meeting was largely devoted to detailed discussion of issues and the proposed clinical model. In summary GP comments and questions were:

- Greatly increased demand in primary care without significant increase in resource. Note recent contribution of hub and visiting service
- Concern about staffing services, and competing with other services
- A need to ensure the model does not incentivise inappropriate patient activity
- Queries around triage – how will it work and be staffed, will it apply to all?
- The clinical staffing proposed
- Culture and confidence.

Further discussion with local urgent care providers (Oxford University Hospitals NHS Foundation Trust [OUHFT] and Oxford Health NHS Foundation Trust [OHFT] plus Principal Medical Ltd [PML]) highlighted the following:

- Joint employment and development opportunities that could be created for clinicians
- Current bureaucratic hurdles to portfolio careers across several providers
- Whether integrated provision could be multi-site ie patient referred back to GP Surgery when appropriate
- The need to strike a balance between quick intervention at the time for inappropriate attendance, or referring to primary care later
- The need to ensure social care and mental health needs were addressed in the model.

The North locality will set aside further time to help develop and then evaluate the integrated front door (IFD) model. OCCG will seek further data on numbers and types of patients attending A&E. At least four local GPs will participate in working groups to develop the Primary Care interface and triage models.

3. North Locality meetings

Other topics discussed at the North Oxfordshire Locality meetings in July and August 2018 included:

- **Financial Recovery Plan** – aspiration to boost the health system by strengthening primary care was noted
- **Primary Care Innovation** – discussion of learning from a King's Fund conference
- **Seasonal Pressures Planning** – all practices shared how they managed demand at pressure times such as Christmas and New Year. There were a variety of approaches, but all directed their resources to maximise capacity for same-day need. Measures to reduce repeat prescribing demand on the urgent care system was discussed
- **Prescribing Incentive Scheme 2018-19** – agreed by a vote to assess budget achievement at practice level
- **Outpatient Referrals Outside Oxfordshire** – difficulties with full clinical record sharing and fully electronic referrals was highlighted and would be followed-up by the OCCG planned care team
- **Federation Activity** – areas discussed included:
 - Recruitment to locality plan pharmacist and mental health worker teams
 - Time to Care – working with NHS England's Sustainable Improvement team to help practices redesign their care and manage demand more sustainably
 - Maximising use of primary care hub capacity.

4. Public and Patient Engagement

The North Oxfordshire Locality Public & Patient Forum (NOLF) steering group also met in September 2018 and discussed the following main topics:

- Plans for 25 September open public meeting in Chipping Norton – to discuss progress with the locality plans with a particular focus on social prescribing
- Local community engagement activities including Age-friendly Banbury and community safety events
- Reduced availability of procedures such as ear-syringing in primary care and vasectomies.

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

Dr Stephen Attwood

There was no main Locality meeting in August. The meeting on 12 September was of particular significance as it was the first in the new model of meetings with OneMed who are the North East Federation within Principal Medical Limited (PML).

Sustainability Transformation Programme –

This joint meeting was lively with views expressed on how integrated working can be most effectively progressed, and therefore reporting within this paper will reflect this joint approach with OneMed.

Joint discussions / updates:

- Local Medical Committee – Dr Raman Nijjar attended as LMC representative, updating the group on latest thinking around countywide position on joint working. It was agreed that this joint meeting model was advantageous, particularly early participation when planning service changes. Dr Nijjar was welcomed to the group as a standing invitation and the extent of this involvement will be explored
- Hubs – the effective use of resources was discussed to ensure suitable skill mix and capacity for winter planning. It was recognised there was confusion over the various routes to accessing appointments, and this is being discussed at OCCG level
- Primary Care Visiting Service – 98% is currently in use, and additional capacity is planned for winter
- Clinical Pharmacists – despite the need for early establishment training, the benefits of this service are already being felt across practices with shared learning / tips
- Extended Access – is in place until end of March, with an expectation that the service will be rolled over
- Integrated Care Alliance was discussed with recognition that joint working is key for good patient care, and shared responsibility. Issues around information sharing and decision making are being explored. This will be aired again at the PML Annual General Meeting on 26 September 2018. Support from OCCG in regard to premises would be required when dealing with the expected population increases.

Leadership sustainability – Dr Stephen Attwood has been formally asked to continue his Locality Clinical Director post until end of March 2019, when both this post and the Deputy post will be up for re-election. Discussions are underway around succession planning and future roles.

Clinical discussions included:

- Diabetes – The Locality has appointed a Diabetes Specialist Lead, Dr Mandy Ward, who will be supporting practices with the Community Team in future
- The Locality Community Services Group is progressing the pilot with OHFT Community Psychiatric Nurses visiting practices to see patients with low level

mental health issues and will evaluate the responses. Their focus will initially be on patients with physical long term conditions, particularly looking at frequent attenders

- Influenza Immunisations – were raised as part of winter planning. LMC already bulk order for practices, and OneMed is considering whether there are opportunities for them to support practices locally around stock management and this will be explored. Ordering takes place in January, and with national guidance having changed so near to roll out previously, there were concerns around processes for effective cover. The Locality welcomed the news District Nurses would cover housebound patients. Considerable concern was raised around how to ensure practices received notification of immunisation from Pharmacies and it was queried whether these could be tied to payment in order to ensure compliance
- Learning Disability (LD) – Kirsten Prance and Liz Williams, Service Director & Clinical Director of LD Services OHFT, attended to discuss the services they can offer practices and seek feedback on what would be most useful
- EMIS – all North East practices will be on the EMIS practice system by mid October 2018.

Papers - were presented on the following: OCCG July Board Briefing, Planned Care project updates, GP Psychiatry Flyer and Programme, Self-care Week for Pharmacists notification.

Bicester Healthy New Town Programme

A 1.5k 'Discovery Walk' in Bicester town centre was launched on 5 July to encourage people who work and live in the town to have a brisk walk at lunchtime. The walk route is designed to take people to retail areas of the town with lower footfall as well as to show them historic areas of interest. The Walk is being tested over the summer with businesses taking part in a 'walking challenge'

- A Business to Business event was held on 6 September in partnership with Bicester Vision and 2B's Management Consultancy. It was attended by 64 delegates from a wide range of Bicester businesses to discuss the value of health and wellbeing schemes at work and how to establish them
- Two facilitators have been trained in providing the HENRY course which offers parenting skills for parents with children under 5 and courses are now running offering this support in Bicester
- Sessions to increase cooking skills using cheap, healthy food have been organized with the Food Bank and held at JNicholls Kitchen Suppliers
- Outdoor gym equipment has been installed in an area of deprivation to assess if it can support regeneration of the local green space.

Public and Patient Engagement

Concerns in the North East Locality are regularly around the increasing local population due to significant building growth, and adequate practice space to enable sufficient service capacity.

Support from OCCG for the electronic summarisation of paper notes had been indicated but not yet provided. Patients feel this would be of immense benefit to both the KEYS and Woodstock Surgeries in particular and there are other practices who would also benefit. Alchester PPG is awaiting progress on their practice

development plans and aware discussions are underway. Montgomery House Surgery is in the pilot phase for email patient contact, and other practices are keen to share learning from this endeavour. Bicester Health Centre has developed an excellent leaflet for their Patient Participation Group (PPG).

Oxford City Locality Group (OCLG)**Locality Clinical Director Report**

Dr David Chapman

Locality meetings

An August meeting was not held for City Locality, so the 13 September 2018 meeting was the only one in this period. The date of the next meeting is 11 October 2018.

The City Practice Commissioning Pack (PCP) meeting was held on 6 September 2018 in Unipart with all 20 practices attending. The themes from the PCP checklists submitted by each practice were collated and reflected that pressures around mental health services, closely followed by MSK physiotherapy were the biggest issues at present. Some discussion also centred on access to the Oxford University Hospitals NHS Foundation Trust services.

An excellent education session followed on chronic obstructive pulmonary disease (COPD) with Specialist Nurse Jo Riley supporting practices with the use of the latest guidelines and inhalers.

Finally there was a knowledge exchange event with attendance from c17 agencies who advised practices of the services they provided as well as developing local relationships.

The three Actions which all City practices will undertake for 2018/19 were then identified as: support for SCAS with bypass numbers and emphasis to support paramedics keep people in their own homes where appropriate; identification and support for patients with COPD; and welcoming the new Wellbeing Mental Health workers to ensure their effective use.

In the locality meeting Influenza Immunisation Planning has commenced with guidance distributed and vaccination issues under review.

A lively discussion took place from Jon Wood, Senior Manager from the Department of Work and Pensions, on fit notes and how a more collaborative approach would benefit people.

Discussion on the Older People's Strategy highlighted a request for Carers to attend the next main meeting as it was recognised this was often the most difficult part of the patient support package.

Updates were given on the Paper Switch off as by 1 October all GP to consultant referrals which are not via eRS will be rejected. Great progress has been made with the only clear remaining problem relating to Transient Ischaemic Attack (TIA) proformas and use of the Referral Assessment Services (RAS). Practices have moved to the change very quickly and adjusted their internal practices accordingly.

The financial position was discussed and resulted in a request for this to be a standing item on the agenda in future so that practices can fully understand the OCCG commitment. It was felt that the locality should be more involved in the FRP process.

Papers - were presented on the following:

OCCG July Board briefing, Planned Care project updates, GP Psychiatry Study Day, Older People's Strategy, Flu immunisations, Suicide – safe universities guidance.

OxFed Federation

During the summer holidays, OxFed's Evening and Weekend GP Clinics have run at a slightly reduced capacity to reflect reduced demand for appointments, in order to carry forward funding to increase provision during the critical winter period. This should support system pressures during the winter. The OxFed Primary Care Visiting Service, run in partnership with South Central Ambulance Service (SCAS), has increased its capacity this month by a further 20% to allow for up to 18 home visits per day and will be providing an additional Paramedic as part of the Winter Plan. OxFed continue to develop a range of clinical pharmacist services and are delivering home visits and social prescribing across all City neighbourhoods.

Work to develop further shared back office services and support for practices is underway (using GPTeamNet as the Federation-wide collaboration tool) and a weekend 'working at scale' workshop is planned for November, subject to practice feedback. OxFed also continues to work closely with system partners on developing a new frailty pathway, to host the Oxfordshire Training Network (OTN), and to play an active role in the Oxfordshire Care Alliance (OCA) provider collaborative which is focusing on improving the frailty pathway.

Public and Patient Engagement

There has been no direct public facing activity over the summer, but the core group met in August to plan the autumn/winter programme of work. The expanded core group now has representatives from Citizen's Advice, MIND and the OxFed social prescribing team.

Members have also attended the GP Commissioning meetings and the Knowledge Exchange event which formed part of the GP PCP programme. The late August meeting of the Locality Forum Chairs was attended by one of the City group.

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

Dr Ed Capo-Bianco

There has been one meeting on 5 September since the last Board meeting – the August meeting was cancelled due to a number of attendees being on leave.

The governance review into the Integrated Respiratory Project (IRP) was discussed, and accepted by the locality, although the overriding concerns of partnering with pharmaceutical companies remains for some practices.

How South Oxfordshire District Council allocates their community infrastructure levy (CIL) for new building projects was discussed and a new proposal that there is a commitment to healthcare with 20% of CIL being allocated to primary care was positively received.

The Director for Berkshire and Surrey Pathology Services (BSPS), Ian Fry, updated practices on their model of delivery of pathology services which was particularly relevant to those GP practices who previously used the Royal Berkshire Hospital (RBH) for their pathology services and which are now being sent on to Wexham and St Peters. There had been initial teething problems following the change in service necessitating urgent repeats and the need for telephone calls to patients, often late at night, leading to patient anxiety. Transport delays had contributed to the issues and changes to collection times and runs by the BSPS had resulted in an improvement in the service back to acceptable levels.

Locality Community Services Group

The Group met on the 13 September in Abingdon. There were fewer representatives at the meeting but a good discussion still took place between the District Nursing Lead, Therapy Team Lead, and Community Hospital Leads. Oxford Health NHS Foundation Trust had implemented a couple of new pilots in areas within the locality and these included the use of a National Early Warning Score (NEWS) scoring system on their District Nurse caseload. This was partly to obtain a baseline for changes. A mood and anxiety scoring questionnaire pilot on new patients to the service was also underway to screen for depression and referral back to the GP if the patient so desired.

The therapy teams are working up a proposal to link in with South Central Ambulance Service (SCAS) for patients with low NEWS scores who do not obviously need transporting to the acute hospital to see if the Integrated Locality Team (ILT) can support the patient at home. This will be a new initiative for this winter.

Didcot and Wallingford community hospitals are also considering how to instigate early and supportive discharges of patients back to their own home, but these are often hampered by waiting for care packages to be put in place.

Recruitment and retention of nursing staff was also discussed as an ongoing problem.

Patient Participation Groups (PPGs)

The South East Locality Forum (SELF) meeting was on 19 July 2018. The next meeting will take place before the Board meeting but after this report has been produced. Louise Wallace attended the SELF meeting in July, introducing herself and her role and answering a number of questions from the various PPGs. The PPGs reported back on the various ways they had celebrated PPG awareness week and the NHS turning 70.

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

Dr Jonathan Crawshaw

Meetings of the South West Oxfordshire Locality Executive were held on 17 July and 21 August, with the next meeting planned on 18 September 2018.

Items discussed at these meetings included:

- The CCG's financial recovery plan to mitigate the overspend which is forecast on OUHFT's contract
- A representative of Abingdon and Witney Emergency Multidisciplinary Units (EMUs) attended our August meeting to discuss how the locality could better support winter pressures in 2018/19. We presented evidence that Abingdon EMU regularly reaches full capacity during winter pressures and has to divert potentially suitable patients to the John Radcliffe Hospital and other acute settings. Our locality will continue working with the EMU to identify opportunities to increase the capacity of this service during periods of high demand. In particular we are looking at; patient transport between home and EMU; use of short stay nursing home beds locally to increase the bed base available to EMU; support by staff in the wider primary care team in assessing and reviewing patients at home (or in care homes)
- A presentation was given by the new Primary Care Carers Support Service, which allows health care professionals to directly refer carers for additional support (within 2 days for urgent referrals)
- The Sue Ryder community palliative care service and Hospice at Home service, which will be rolled out in phases across the South West locality between September and November.
- A plan is being developed by the OCCG primary care team, to measure demand on primary care services, with the aim of eventually having "real time" or weekly data about the volume of demand in GP practices. This will initially use telephone data as a marker of demand. Practices in the locality are supportive of this approach to include primary care in whole-system data monitoring and analysis.

Patient and Public Involvement

The South West Oxfordshire Locality Forum (SWOLF) met on 17 July 2018. Items discussed included:

- Patient experiences of the musculoskeletal triage and treatment service, monitoring of the performance of this service. There is still a strong desire to see physiotherapy services delivered in both Abingdon and Wantage (currently patients travel to Didcot, Witney, Oxford or Wallingford)
- SWOLF felt the OCCG Patient and Public Involvement Annual Report should have focused more on key achievements and priorities
- Plans for the commissioning of new primary care services in Didcot. A meeting of stakeholders, and a subsequent public meeting, are planned in October.

- Plans for the future of services at Wantage Hospital. A Needs Assessment will be carried out for the population of Wantage: SWOLF welcome this and hopes to play an active role
- Updates on new and developing locality services, as above.

West Oxfordshire Locality Group (WOLG)
Locality Clinical Director Report
Dr Miles Carter

1. WOLG Locality meetings

At its July 2018 meeting WOLG discussed:

- **Seasonal Pressures Planning** – all practices shared how they managed demand at pressure times such as Christmas and New Year. There were a variety of approaches, but all directed their resources to maximise capacity for same-day need. Suggested future measures were discussed and included:
 - Consider potential of practice pharmacists to assist with repeat prescribing demand especially at peak times
 - Create extra local capacity on the day following bank holidays
 - High priority for full staffing of out of hours GP service to avoid knock-on effect after a busy weekend / holiday period
- **Financial Recovery Plan** – CCG response to forecast pressures noted
- **Social Prescribing** – progress on the project led by Citizens Advice across three localities, and proposals for piloting the project in one practice and then extending to the whole locality
- **Urgent Treatment Centre Development** – issues about the level of prescription from NHS England and the need to retain practice access to same-day services discussed.
- **Ear Syringing** – discussion of self-care approaches promoted by some local practices and changes in service level practice felt able to offer.
- **Digital-first primary care providers** – some discussion of the emergence of these providers and concern among practice and patient reps about the potential for confusion and impact on current care arrangements.

2. Public and Patient Engagement

At present the locality public forum and Public & Patient Partnership West Oxfordshire (PPPWO) are principally concerned with the future of Cogges Surgery, Witney. Members have met with CCG senior staff and participated in local meetings and working groups. They are keen to work with all involved to keep local people informed and find a solution to provide continuity of care.

PPPWO's steering group met routinely in July, August and September 2018. As well as valuable feedback on practice Patient Participation Group activities discussions also included:

- **Health promotion fair on 13 October** which the Forum is planning with Oxfordshire County Council, West Oxfordshire District Council, Citizens Advice and Age UK. 10am to 1pm, Corn Exchange Witney.
- **Antibiotic resistance talk** planned for 22 September – postponed from March 2018 due to snowy weather. 10am - Corn Exchange Witney
- **Young people and healthcare** – listening to the views and suggestions of several work experience students attending about healthcare priorities, communications and engagement

- **Healthshare MSK service** - Ongoing difficulties and delays for patients. HealthWatch Oxfordshire are collating and presenting views
- **GP online services** – availability and take-up, and the role of PPGs in encouraging and supporting patients to access them
- **Joint Strategic Needs Assessment** – recent locality focus reports highlighting health inequalities

3. Federation Activity

The WestMed federation is implementing the Locality Plan proposal for clinical pharmacists working to support clinical care across the locality, despite set-backs in recruitment. They are integrating this with the existing pharmacist working in two practices funded by the recent NHS England initiative.