

# Frimley North & South Systems Joint A&E Delivery Board

## Meeting Minutes – 7 September 2017

### Helen Coe

Alison Huggett  
Andy Battye  
Anne Hooke  
Clare Hooke  
Dr Sohnia Tariq  
Emma Williams  
Gurmit Sandu  
Jayne Tunstall

Jim O'Donnell

John Lisle  
Jonathan Brudney  
Kirsten Willis  
Lawrence Tyler  
Marc Neil  
Mark Ainsworth  
Michael Hawkes  
Matthew Staples

Mira Haynes

Natalie Fox  
Nicky Seargent  
Patrick Rogan

Rachel Wakefield

Simon White

Susan Joyce

### In Attendance:

Kelly Sutton  
Tracy London  
Karmon Hawley  
Richard Bradley  
Clive Caseley

### Apologies:

Angela Morris  
Bennett Low  
Ruth Colburn-Jackson  
Chris Sneller  
Dr Nick Payne  
Dr Peter Bibawy  
Dr Rachel Darroch  
Felicity Greene  
Gary Passaway  
Jackie Priddle  
Jill Barker

### CHAIR - Director of Operations

Director of Quality & Nursing  
Head of Operations  
Senior Manager  
Area Director – NE Hampshire  
GP Lead Discharge Team,  
AD for System Resilience & Lead for Urgent & Emergency Care  
Senior Relationship Manager UEC & Frimley Health STP  
Specialist Advisor for Urgent & Emergency Care and System  
wide Resilience  
Clinical Chair  
CHAIR - Accountable Officer  
Clinical Lead for Urgent Care  
Head of Operations, Bracknell & Berks West  
Quality & Delivery Specialist  
Director of Operations  
Director of Analytics & Technology  
Urgent & Emergency Care Network Manager & Thames Valley  
111 Integrated Urgent Care Procurement Programme  
Manager  
Chief Officer  
Divisional Director  
Associate Director of Community Services  
Chief Executive  
Associate Director Urgent & Emergency Care & Specialist  
Services  
Out of Hours Service Manager  
Regional Ops Manager Adult Community Services NEH&F &  
Surrey Heath

Project Support Officer  
LA&EDB Administrator & Executive PA (minute taker)  
Inspector  
Inspector

Director of Operations  
Director of Assurance & Delivery  
Director of Delivery & Transformation  
Head of Performance  
Consultant & Chief of Service ED  
Medical Director  
Clinical Director for Improvement  
Chief Executive  
Head of Urgent Care & Locality Link Manager  
Patient Representative  
Regional Director

### Frimley Park Hospital

Surrey Heath CCG  
Berks & E Chiltern CCG  
Surrey County Council  
Hampshire County Council  
Berkshire East CCG  
NEH&F CCG  
NHSE South Central  
NEH&F CCG  
Slough CCG  
Berkshire East CCG  
Berkshire East CCG  
SCAS  
NHSE  
ALAMAC  
SCAS  
ALAMAC  
Thames Valley

Bracknell Forest  
BHT – Community Care  
Frimley Health FT  
East Berks Out of Hours  
WAM, B&A, Slough CCG's  
NHUC  
Virgin Care

NEH&F CCG  
NEH&F CCG  
CQC  
CQC  
Verve Communications

Optalis  
NHSE (S East)  
NEH&F CCG  
Berkshire East CCG  
FPH FT  
NEH&F CCG  
Surrey Heath CCG  
NHUC  
Chiltern & Aylesbury CCG  
NEH&F CCG  
Berkshire Health FT

## Frimley North & South Systems Joint A&E Delivery Board

Kirsten MacDonald	Associate Director ED & Medicine	Frimley North
Lisa Glynn	Chief Operating Officer	FHFT
Lise Llewellyn	Strategic Director of Public Health	Bracknell Forest Council
Liz Mearns	Medical Director	NHSE
Lynn Stephens	Service Manager – Adult Social Care	RBWM
Rory Collinge	Account Manager Commercial Services, Surrey	SECAMB
Sarah Casemore	Deputy Director of Operations & Transformation	FHFT
Sarah Wardle	Managing Director	Virgin Care
Simon Broad	Head of Adult Safeguarding & LD,	Slough Borough Council
Sonia Sansom	Service Manager	S&BP

<b>1</b>	<p><b>Welcome, Introductions</b></p> <p>The Chair Helen Coe welcomed members to the meeting. Introductions were made &amp; apologies noted.</p> <p>The Board were made aware that 2 inspectors from the CQC would be joining to the meeting to observe how an A&amp;E Delivery Board operates. A CQC inspection is being undertaken in Bracknell, the inspectors are reviewing the whole customer journey from home, to hospital &amp; back home again.</p> <p>Helen made a plea to the Board to send Tracy London all presentations &amp; papers in a timely manner. Recently there have been very late papers, arriving the evening before the meeting with no time to get them issued &amp; onto Board packs and for governance purposes this needs to improve.</p>
<b>2</b>	<p><b>Minutes &amp; Action Tracker from the last Joint Meeting – 23<sup>rd</sup> August 2017</b></p> <p>Minutes from 23 August 2017 were agreed by the Joint Board as a true &amp; accurate record.</p> <p>The Chair advised the Board that updates for actions were to be sent to Tracy London, the agenda was full today and an exception was made for time reasons only on this occasion.</p>
<b>3</b>	<p><b>STP Board Feedback</b></p> <p>John Lisle updated the Board that the last meeting discussed 2 topics. (3 meetings held to date).</p> <ol style="list-style-type: none"> <li>a) 2 Boards</li> <li>b) STP Overall Leadership Board – Operational Development work that the Leadership team &amp; the Programme Lead Team levels are undertaking to bring culture &amp; values into system working.             <ul style="list-style-type: none"> <li>• Investment decisions &amp; control principles that are being drafted around how we apply money, the Finance Director Group is pulling these together.</li> </ul> </li> <li>c) The Programme Board have received some deep dives – it was agreed that we would feed through a summary of any important information &amp; the progress of the Urgent &amp; Emergency Care Plan, and the submission process.</li> </ol>
<b>4</b>	<p><b>Local Delivery Plans Update/System Update/Winter Planning</b></p> <p>Jayne Tunstall &amp; Rachel Wakefield updated the Board around the items ongoing/ freshly requested by NHSE additional since the last A&amp;E Delivery Board meeting in August.</p> <p><b>Key Points:</b></p> <ul style="list-style-type: none"> <li>• Our STP Plan remains “Green &amp; Strong”; currently there are some gaps &amp; some changes to ratings being made. Red rating area has been removed, is no longer an area of measure. Some work to be done on the Amber ratings to get to the Green rating. We will be working together with NSHE to refine the trajectories.</li> <li>• Winter GP Indemnity is being provided again for this winter, this is very good news. This starts Oct 2017 – April 2018.</li> <li>• Urgent &amp; Emergency Care Transformation Bid Letter – the “Frailty Bid” – great work has been done on this bid and been submitted – we are currently awaiting decision.</li> <li>• Lawrence Tyler, Head of Delivery advised that he is committed to getting this process going forward right &amp;</li> </ul>

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	<p>apologised for the number of requests &amp; differing requests to each System that have been sent over the past few months. NHSE &amp; NHSI have been going through a transitional period &amp; changes have been made to the DCO teams. As a System, Lawrence wants us to work together. John Lisle commented on the excellent work that has been completed over the last few weeks as nothing less than “super human”. He thanked Jayne Tunstall &amp; Rachel Wakefield for their incredibly hard work in pulling everything together &amp; ensuring we hit the deadlines for submissions.</p> <ul style="list-style-type: none"> <li>• SITREP Reports are required – 1<sup>st</sup> Nov – beyond Easter – what is required for these reports is to be confirmed</li> <li>• 12hr Trolley Breaches reporting process – what is required for these reports is to be confirmed – Helen Coe would like some clarity around this, as she’s currently not aware of the ask for this process</li> </ul> <p><b>WINTER PLANNING – Extended dates 1/12/17-8/4/18 for the Plan</b>          Jayne Tunstall updated the Board on the Winter Requirement Letter (14/7/17)  <b>Key points:</b></p> <ul style="list-style-type: none"> <li>• System wide capacity (to include Primary Care) needs to be confirmed</li> <li>• Reducing variation</li> <li>• Primary Care Streaming</li> <li>• Reform &amp; redesign</li> <li>• Flu Planning</li> </ul> <p><b>Winter Plan Initial Submission</b> was submitted on 1<sup>st</sup> September 2017. The Board was asked for any amendments. The Board were in formal agreement to sign off the Plan.</p> <p><b>Lessons Learned from previous Winter:</b> An attachment was sent out for today’s meeting. Should any Partners have any further feedback, please send information to Jayne Tunstall asap.</p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>1. Final Winter Plan submission to be shared again with the Board via email – Tracy London</li> <li>2. John Lisle requested that the Board be very mindful at this time of year with so many urgent requests for information &amp; feedback, to read emails &amp; respond to urgent deadlines quickly. If any members are not comfortable with this process, advised to feedback to either John or Helen Coe – the Chairs. – All Members</li> <li>3. Local CCG’s GP Membership to be asked for what their preferred representation arrangements are for the A&amp;E Delivery Board’s Winter Plan – Helen Coe &amp; John Lisle</li> </ol>
<b>5</b>	<p><b>STP Delivery Plan – 7 Pillars including: Monthly Update – Exception Reporting</b></p>
	<p><b>1/2 - 111 Calls &amp; Online – Frimley North - Matthew Staples:</b>          The Integrated Urgent Care service launched successfully on 5<sup>th</sup> September. On its first day, 12 calls were transferred to the clinical hub for the GP to manage, with 11 of these closed with advice over the phone. 16 calls were transferred on day 2. They anticipate c. 40 calls to be managed during weekdays by the Hub as call handlers become more confident in the type of calls that can be transferred. It should be noted that the number of calls that 111 receives during weekdays is significantly less than weekends and they await the first weekend to understand the impact the Hub will have during this period.</p> <p>Regarding 111 online, Capita has withdrawn from the planned pilot in Buckinghamshire. In response, SCAS are in discussion with two other platform providers regarding a pilot but no further information is available at present. Following a meeting with the IT platform providers a few weeks ago, NHS England are due to coordinate engagement with suppliers across the South, but they have not issued any further information as to plans.</p>

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### **1/2 - 111 Calls & Online – Frimley South – Emma Williams:**

111 online update: this is now being synched with the 111 online Pillar from the Frimley North area. There are national pilots of online services and we are awaiting both the evaluations of these as well further information regarding functionality/costs of each option – a representative of the Hampshire CCGs is attending a meeting in Bristol in mid-Sept held by NHSE regarding this function.

111 calls update: We continue to work with SCAS and SECAMB to increase the level of activity where clinicians have been involved with. Initial data has demonstrated some recent improvements – further details and validation of these additional processes will be confirmed via contract meetings in September.

### **3 - Ambulance – Mark Ainsworth**

- Ambulance Response Programme project is on track
- CAD testing is currently being done
- Pathway is ready
- No major risks
- Big communications project is to staff & despatch
- Workforce – challenging. 5 Specialist Practitioners in the last 2 weeks have resigned for Primary Care posts.

#### **Discussion followed:**

- 25% vacancies in the ambulance service. This is a System problem.
- Ideally a rotation for paramedics would be a better/more ideal solution. A prescribing course is due to be released nationally; however there is no information on any dates. There is a very high demand for this course. The course is £10k per person for the course.
- Practices will continue to do what they have to, to survive & this will mean specialist practitioners being recruited. There aren't enough trained people to recruit. Salaries can be demanded 50k upwards.
- General Practice is facing pressures from their local population.

#### **Actions:**

- 1) Helen Coe & Jayne Tunstall to give feedback to the STP Workforce Board regarding Workforce risk around GP's taking paramedics from the road to Primary Care.
- 2) John Lisle to talk to STP Workforce workstream about the prescribing course provision, ambulance rotation & investigate the national position on prescribing courses.

Rory Collinge is on annual leave so – no update for SECAMB

### **4/5 - Hospital to Home – Frimley South – Nicky Seargent**

#### **Hospital – Frimley South**

A review of all plans have been pulled together

Priorities to be delivered in the next few months & ascertain where we are delivering over the next few months

- Hospital integration & Ambulatory Care Unit & ED integration was presenting at the South Local meeting
- All the pieces happening across the Acute interface

#### **Hospital – Frimley North – Rachel Wakefield**

A report is being presented

Risk to delivery – front door streaming is being reviewed over the next week. A key action point.

The nation intensive support team is visiting Wexham shortly – Lisa Glynn is the SIRO for this visit.

There was a bid put in for IT funding.

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	<p><b>Hospital to Home – Frimley North – Rachel Wakefield</b> Going forward the metrics for each Pillars &amp; Plans to be put together, an updated tracker will be issued &amp; this will make it easier to update &amp; report back to the Board.</p>
<b>6</b>	<p><b>SCAS – Ambulance Response Programme - Presentation</b></p>
	<p>Mark Ainsworth - Director of Operations for SCAS gave a presentation on the new – Ambulance Response Programme. (ARP)</p> <p><b>Key Points:</b></p> <ul style="list-style-type: none"> <li>• National Programme - all about the right resource getting to the right patient</li> <li>• 250 additional lives in London will be saved by this programme</li> <li>• Project is on track</li> <li>• CAD testing is currently being done</li> <li>• Pathway ready</li> <li>• No major risks</li> <li>• Big communications project is to staff &amp; despatch</li> <li>• Workforce – challenging. 5 Specialist Practitioners in the last 2 weeks have resigned for Primary Care posts.</li> <li>• A risk might be that more patients may end up going to Wexham Hospital</li> <li>• SCAS are monitoring the journey's/travel times/as Wexham road network is superior</li> </ul> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>1. Jayne Tunstall &amp; Rachel Wakefield develop a Risk Register for Frimley Systems Joint A&amp;E Delivery Board – adding ambulance workforce retention as a risk for Trust.</li> </ol>
<b>6a</b>	<p><b>System Partners Updates</b></p>
	<p>Not discussed at this meeting.</p>
<b>7</b>	<p><b>A&amp;E Delivery Dashboard - ALAMAC</b></p>
	<p>Michael Hawkes from ALAMAC presented the A&amp;E Delivery Dashboard – please find key findings below:</p> <p><b><u>Urgent and Emergency Care Delivery Plan Dashboard</u></b></p> <p>The Urgent Care Delivery Plan Dashboard has been designed to provide Frimley Health STP a holistic view of System performance in relation to the Urgent &amp; Emergency Care Delivery Plans. It pulls together all the local and national measures that are relevant to the Plans. Some measures have nationally defined thresholds, whilst those that do not, will be given a threshold once agreed. The local thresholds in the Dashboard are yet to be agreed, and have been included for presentational purposes.</p> <p><b>Exceptions:</b> Frimley Park Hospital ED Conversion rate is consistently circa 4 to 5 percentage points above threshold, and Discharges Before 1200 is consistently below threshold. WPH Readmission Rates has increased to the highest level for over 10 months, and the % of DToC Patients has increased to the highest level since Mar-17.</p> <p><b>Next Steps:</b> Populate Ambulance and NHS 111 Pillars, and create a more detailed exception analysis, which will be presented through an analytical slide deck that will support the Urgent and Emergency Care Delivery Plan Dashboard.</p>
<b>8</b>	<p><b>Resilience Planning - Financial</b></p>
	<p>ORCP Budget allocations were discussed &amp; John Lisle requested that if anyone had any good ideas for the</p>

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	<p>remaining pot of money that Frimley North currently have – please email John as soon as possible, before the budget is returned to the “Transformation fund”</p> <p>A schedule of budgets is attached within the meeting board pack</p> <ul style="list-style-type: none"> <li>• Surrey Heath budgets are committed this year as per submission</li> <li>• NEH&amp;F CCG is allocated on the Complex Patient Pathways – non commissioned</li> <li>• Funding for ALAMAC has been allocated</li> <li>• Year 2 of the GP Discharge Liaison role</li> <li>• SRG Management costs in the Joint role</li> </ul> <p><b>Action:</b></p> <ol style="list-style-type: none"> <li>1. John Lisle made a plea to Primary Care to send him any ideas for the ORCP budget allocations – All Partners. Emails to John Lisle by 15<sup>th</sup> September.</li> </ol>
<b>9</b>	<p><b>Social Marketing Campaign – Urgent &amp; Emergency Services – Verve Communications</b></p> <p>Clive Caseley from Verve Communications has been working with Frimley North. He gave a presentation about Patient choices based on data from Ringmead practice. Patient population for this practice is about 15k. Very good buy-in from the practice, receptionists &amp; nurses who also helped to co-design the pilot. The PPG were involved in 2 design meetings. An evaluation of the data now needs to take place &amp; learnings shared.</p> <p>The Project champions will be taking the learnings to schools, health visitors to see if a measurable difference can be made via learnings &amp; updated leaflet information. This engagement will occur through September &amp; October.</p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>1. Leaflets to be shared with Assembly &amp; also Paramedics who treat patients at home – Frimley North System</li> <li>2. If the leaflet could be changed to be generic &amp; could be shared with practices in the South, this would be very beneficial for our population – Frimley North System</li> </ol>
<b>10</b>	<p><b>AOB</b></p> <p>EPRR process 17/18 in midst of assurance for both North &amp; South Systems &amp; Partners at Frimley Health. Good robust meetings have been held. Evidence &amp; assurance process are being aligned.</p> <p>The CQC thanked the Board for allowing them to attend the Delivery Board meeting.</p> <p><b>Agenda items for next meeting:</b></p> <ul style="list-style-type: none"> <li>• Hospital &amp; Hospital to Home Deep Dive from Pillar Leads</li> </ul>
	<p>The Meeting closed at 12.15pm</p>
	<p>Next meetings:            Frimley South Local A&amp;E Delivery Board – 5<sup>th</sup> October 8.30-10.00am            Joint Frimley North &amp; South A&amp;E Delivery Board – 5<sup>th</sup> October 10.15-12.15pm            @ Windlesham Golf Club</p> <p>All papers for the 5<sup>th</sup> October are due on the 28<sup>th</sup> September so they can be issued with the agenda. Thank you for your help with this.</p>