

Improvement Plan Implementation Update

Primary Care Commissioning Committee meeting

19 September 2019

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Purpose of Paper	To provide an update to the Primary Care Commissioning Committee (PCCC) on all of the Improvement Plan actions that have been linked to this committee, to provide assurance that issues have been fully addressed and where appropriate, embedded within SCCG's business regime and ethos.	
Key Issues		
<ul style="list-style-type: none"> • PCCC is responsible for overseeing three actions within the CCG's Improvement Plan. • All three of the actions have been completed. • There are therefore no identified issues with the action which is in progress. 		
Is your report for Approval / Consideration / Noting		
Consideration.		
Recommendations / Action Required by Primary Care Commissioning Committee		
The Primary Care Commissioning Committee is asked to:		
<ul style="list-style-type: none"> • Note the number of actions identified within the Improvement Plan that are aligned to the PCCC. • Consider the completed actions / and be assured on how it is being embedded within the organisation. • Note the progress being made on the remaining actions. 		
What assurance does this report provide to the Primary Care Commissioning Committee in relation to Governing Body Assurance Framework (GBAF) objectives?		
Which of the CCG's Objectives does this paper support?		
This paper encompasses all of the CCG's objectives, with particular relevance to Objective 5: "Organisational development to ensure CCG meets organisational health and capability requirements".		
Description of Assurances for Primary Care Commissioning Committee		
Implementation and monitoring process established and embedded with associated actions linked to specific Committees.		
Reporting arrangements in place with Lead Directors identified for each action.		

Are there any Resource Implications (including Financial, Staffing etc)?

None.

Have you carried out an Equality Impact Assessment and is it attached?

Please attach if completed. Please explain if not, why not

The overall CCG Improvement Plan is relevant to internal processes and partnership development, with no immediate impact on services commissioned for our resident population. If any actions lead to proposed changes an Equality Impact Assessment will be undertaken accordingly, and signed off as part of our agreed governance.

It could be the case that new policies may be developed, or strategic decisions made, which would have the potential to affect the CCG's staff. In this instance, any proposed changes would be shaped by a Quality and Equality Impact Assessment.

Have you involved patients, carers and the public in the preparation of the report?

No. The report details work which is being undertaken within the CCG regarding internal organisational issues.

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1. Introduction / Background

- 1.1.** In November 2018 NHS England (NHSE) commissioned an independent assessment of NHS Sheffield CCG's leadership and culture as part of their role as our regulator.
- 1.2.** Governing Body approved the Improvement Plan produced to address the issues outlined in NHSE's assessment at its meeting on 4th July 2019.
- 1.3.** As part of the development of the improvement plan, an outline implementation plan was created that identified which committees provide the monitoring and assurance that actions had been completed and issues were being addressed.
- 1.4.** This paper provides an update to the Primary Care Commissioning Committee (PCCC) on all of the actions that have been linked to this committee to provide assurance that issues have been fully addressed, and where appropriate, embedded within SCCG's business framework.

2. Improvement Plan

- 2.1.** The Improvement Plan is separated into five themes:
 - **Executive Management Team**
 - **Governing Body**
 - **Human Resource Management**
 - **Partnerships and Public Engagement**
 - **Strategy**
- 2.2.** Each theme has a number of actions attached to them, which combined, will address the concerns of NHSE, our staff and our stakeholders, who were all engaged with as part of the development of the plan.
- 2.3.** The PCCC is responsible for overseeing the actions as detailed in Table 1.
- 2.4.** Out of a total of seventy six actions, three are being monitored by PCCC. All of these actions have been completed.

Table 1: Improvement Plan Actions

Action No	Action	What needs to be done?	Timeframe	Resource Implications	Status
3.4	Ensure sufficient leadership and capacity for the primary care team	An external review of the primary care team capabilities and capacity has already been complete (October 2018), these actions need to be fully implemented and given time to be embedded; supported by clear communications to member practices to ensure clarity on roles and how to engage	Aug-19	None	Complete
3.4	Ensure sufficient leadership and capacity for the primary care team	Complete recruitment to primary team and embed new structure to create capacity and more effective working	Jun-19	None	Complete
3.4	Ensure sufficient leadership and capacity for the primary care team	Agree a programme of development and support with NHSE to strengthen the leadership across the primary care team	Aug-19	None	Complete

3.4 Leadership & capacity

The review that took place in October 2018 by Jacqui Tuffnell identified a number of areas of good practice and some suggestions which we have actioned.

A revised Care Out of Hospital structure was approved in January 2019, which has allowed full and successful recruitment to support Primary Care commissioning / contracting and the Ageing Well programme delivery (LTC and ASR).

Several communications events have helped the primary care team to ensure clarity regarding the primary care team, individual roles / responsibilities and a generic mailbox has been created to ensure appropriate and timely response to queries from practices.

Regarding a programme of support from NHSE in discussion with NHSE colleagues we agreed that the actions included in the review above were the right ones; as part of our ongoing collaborative relationship NHSE is included in our planned induction for new members of staff to both build relationships as well as ensure an understanding of the interdependencies, functions and roles. Furthermore, we have worked hard following the introduction of the new Primary Care Team to develop our good working relationships with

NHSE, LMC, PCS within the Accountable Care Partnership and Integrated Care System environments. We recognise that we need to work closely with key partners to enable the transformational changes required to deliver excellent out of hospital care.

3. Action / Recommendations for Primary Care Commissioning Committee

The Primary Care Commissioning Committee is asked to:

- Note the number of actions identified within the Improvement Plan that are aligned to the PCCC.
- Consider the completed action and be assured on how it is being embedded within the organisation.
- Note the progress being made on the remaining actions.

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On behalf of: Nicki Doherty, Director of Delivery, Care Outside Hospital

6 September 2019