

## AN ADVANCE NOTE ON THE NEXT MEETING OF THE BOARD OF WANDSWORTH NHS.

The meeting will be on Wednesday 6 May 2009: 1:30pm at Balham Park Surgery, 236 Balham High Road SW17 7AW

Attach 01 - Minutes 090401

The minutes appear to be a correct record of the meeting.

Attach 02 - Finance Report Front Sheet

Attach 02 - Finance Report

Attach 02A - Financial Outlook 2009/10 to 2013/14

Draft accounts for FY 08-09 submitted for external audit. The draft end of year surplus of £3.829m is within the PCT's control total. Overall use of resources is rated "good" by external assessors. Provider services are showing a £0.5m underspend (surplus) as projected. The financial outlook (paper 2a) for 09-14 should be read in tandem with the proposed budget for 09-10 (see below). Despite the recent Budget statement, communications from DH confirm that significant reductions in PCT funding in 10-11 are not likely. However, after that growth will slow and could be nil or negative if the economy worsens. NHS Wandsworth is also some 14% over its weighted capitation target and therefore likely to receive minimal growth monies.

Comment: It was always known that after the current spending round ended, investment funding for the NHS would reduce so a reduction is not news. What is new is the effect of the the weakened economic situation which will exacerbate that change, meaning that the PCT and the NHS generally will have to achieve sustained efficiency gains with less resource. To achieve that, the emphasis will be on better health gain outcomes and demonstrably maximising the use of resources by using best value, zero based budgeting, value for money, efficiency planning and economic concepts of value added. Carried forward surpluses will help, but are not enough on their own to counterbalance what will be a much leaner funding regime made worse by the national economic situation. There are also population and ill health prevalence issues to consider which could make the pressures worse. I believe one of the implications of this must be that the public and local service users are drawn more closely into the debate about what resources are spent on locally and that partnership commissioning with the local authority and the 3rd sector must make substantial moves forward, especially where children's services, lifestyle issues and long term conditions are concerned. Bottom up decision making will be needed more than ever.

Attach 03 - Performance Report

The key indicators of performance at Month 11 are given on the dashboard, with supplementary detail in the rest of the paper. There is a new target for ensuring stroke patients spend 90% of their time on a specialist stroke unit.

Comment: Note previously reported performance issues on 4-week smoking quitters, MMR immunisation, teenage pregnancies, drug users in effective treatment - and the perennial underperforming target for “choose and book ” which seems unlikely ever to improve unless something radical is done to change attitudes and motivation .

#### Attach 04 - Commissioning Assurance Framework Front Sheet

##### Attach 04 - Commissioning Assurance Framework

This is a dashboard report to inform the Board how well – or not – the PCT as a commissioner is doing in achieving its CSP (commissioning strategy plan) priorities and what level of risk exists. In that sense it relates to the data in the Performance Report (Attachment 3) but groups the medium and high risks in one place with an indication of trends.

Comment: The reference to “HRG4” in the financial section at the end refers to the latest iteration of the health-care related groups tariff (prices) for payment by results (activity), which is impacting the costs of activity levels in SLAs. All commissioners and providers are struggling with coming to terms with HRG4 implications and it is therefore a high risk to the financial governance of the organisation.

#### Attach 05 - Community Services Assurance Framework Front Sheet

##### Attach 05 - Community Services Assurance Framework

##### Attach 05 - Community Services Assurance Framework Summary

There is a the assurance framework summary report for the provider services now called “Community Services Wandsworth”. Note the risk issues related to personnel stress, data for contestability and externalisation.

Comment: It is essential that these risks in the provider organisation be mitigated substantially if it is to be viable as an autonomous organisation.

#### Attach 06 - SWL Commissioning Unit Hosting Arrangements

NHS Wandsworth is acting as a host for the SWLondon sector-wide “strengthening commissioning” process (assuming this is agreed by a joint committee of the other PCTs today). See discussion at the March Board meeting. The paper outlines how our PCT would discharge the hosting role for South West London Sector Strengthening

Commissioning Functions (SWLSCF) and the implications and risks of doing so. It will involve 50-70 whole time equivalent posts and some £3m annual operating budget, with an anticipated commencement date of 1st July.

Comment: It is argued that as these are management changes, there is no need for user or public involvement. That may be true in terms of establishing the hosting arrangement, but it begs the question of how the public and service users will be involved in the changes which will inevitably arise once "strengthening commissioning" functions are operating, especially in the acute services sector. I am not aware of any plans for PPI in strengthening commissioning coming either from NHS London or from PCTs in our sector. Perhaps this is an area in which the LINKs in the South West London sector and their relevant OSCs in local government should consider what joint scrutiny is appropriate for this sector-wide initiative?

Attach 07 - Final 09/10 Budgets Front Sheet

Attach 07 - Final 09/10 Budgets

This should give the detail about revenue and capital for 09-10, following draft approval by the Board in January 09. See comments above on the Finance Report for the medium term outlook. The PCT has not posted the draft budget document itself on the website, which means the only information publicly available at the moment is what is contained in the cover sheet (below in italics). Note that a non-recurrent surplus of some £6.3m is anticipated

The PCT's baseline resource for 2009/10 is £488.9m. This includes the £24.28m of growth funding. The available resource after allowing for anticipated adjustments and levies, including the brought forward non recurrent surplus from 2008/9, the return of PCT lodged funds and the London Medium Term Financial Strategy levy (which requires a non returnable contribution of .8% of resource for 2009/10 and 2010/11) and other specific funds e.g. MFF (Market Forces Factor) and levies, brings the total available resource to the PCT of £549.4m. Wandsworth PCT has a statutory financial duty to maintain recurrent financial balance to keep expenditure within its resource limits. It is also required to meet its financial plan, which for 2009/10 is anticipated to be a non recurrent surplus of £6.3m. The PCT needs to maintain adequate levels of surplus and contingency funding for future investment and to manage and mitigate risk

Attach 08 - Children's Nursing Review

Attach 08 - Children's Nursing Review Appendices

The PEC approved the model for Health Visiting and School Health (School Nursing) described in the paper. See the PEC feedback report from the April meeting for more detail and comments, especially about parental views. The Board paper is essentially the same as the previous PEC paper.

## Attach 09 - South Wandsworth Project Front Sheet

### Attach 09 - South Wandsworth Project

Supporting Document - Attach 09 - Appendix 15

Supporting Document - Attach 09 - Appendix 18

Supporting Document - Attach 09 - S Wandsworth Business Case Appendices

These documents outline the preferred “phased approach” (ie they are dependent on savings being released from shifts in care and activity to fund ongoing development) to reorganise services in South Wandsworth - which includes the wards of Balham, Bedford, Earlsfield, Furzedown, Graveney, Nightingale, Southfields, Tooting and the south of Wandsworth Common – and the consultation to begin on 11th May to gain public and user views on the proposals. This is essentially the same paper as the PEC approved in April. The two main elements of the preferred approach are:

Phase 1: In the next 1-3 years the PCT to increase the range and accessibility of health services and deliver a significant shift of outpatient services into the community as clinically appropriate.

Phase 2: Within 10 years subject to affordability, the PCT will develop an urgent care centre at St George’s Hospital and has proposed two polyclinic hubs at, or in the vicinity of, Brocklebank and Balham Health Centres (in this order within the preferred option).

Comment: The initiative reflects the outcomes of the extensive pre-consultation exercise and the appendices contain a wealth of ward-level information about health services and health needs in this area as well as describing the engagement and social survey research which has been carried out with target groups. I support the preferred proposal as having potential to achieve not only better care for the local population but at a more efficient use of resources.

## Attach 10 - Additional Accommodation Front Sheet

### Attach 10 - Additional Accommodation

Supporting Document - Attach 10 - Appendix 1 Long List of Properties

Supporting Document - Attach 10 - Appendix 2 Short List of Properties

Supporting Document - Attach 10 - Appendix 3 Draft Heads of Terms

Supporting Document - Attach 10 - Appendix 4 Project Plan

Supporting Document - Attach 10 - Appendix 5 Costs

These proposals and the detail in the supporting documents relate to the need to find additional accommodation for Community Services Wandsworth in connection with ongoing work on externalisation of the provider services into a separate organisation, and to simultaneously handle changes in PCT size in connection with the creation of the SWLondon commissioning teams across the sector due to go live on 1st July. Central Wimbledon is the preferred location for everything.

Attach 11 - SP Risks and Decision Making for Externalisation  
Attach 11 - SSP Risks and Decision Making for Externalisation  
Attach 11 - SSP Risks and Decision Making for Externalisation  
Attach 11 - SSP Risks and Decision Making for Externalisation Front Sheet

The Support Services Partnership (SSP) – the “back office” for many of the PCT functions in the SW London sector- has to change in line with the requirements of government policy set out in Transforming Community Services which is also dictating the externalisation of provider services. The paper describes the governance changes required in SSP decision making to meet these requirements.

Attach 12 - Supporting Document -SWL SC Programme Sector Highlight Report

This is a report from management consultants Ernst&Young for NHS London describing the milestones needing to be achieved in the SWLondon Sector for which Ann Radmore is now the CEO in order to commence “strengthening commissioning” and the progress towards each of them.

Attach 13 - Externalisation Progress Report Front Sheet

Attach 13 - Externalisation Progress Report

This describes the current picture in terms of work to achieve externalisation of provider services. Note the continuing lack of resolution about the governance form for the new organisation. The Board considered an earlier iteration of this paper at its April meeting. The current one incorporates views from the Health OSC. The Board will consider a short list of governance options at its June meeting. There will be a stakeholder engagement event on 23rd June to which it is said patients, the public and 3rd sector organisations will be invited.

Comment: I have commented on the risks in this process in the March PEC feedback report. I remain concerned that the public and current service users are largely uninformed about these significant changes in the organisation of local community health services and that not enough time will be made available to engage local views on such important issues to ensure care pathways are not disrupted and continuity of care is a priority.

Attach 14 - Commissioned Services Quarterly Report Front Sheet

Attach 14 - Commissioned Services Quarterly Report

This is a regular report to the Board about the services which the PCT commissions on behalf of the local population. Note that the Free Practices at Upper Tooting Road, Trevelyan Road and MacMillan Way formally transferred from Merton and Sutton PCT to NHS Wandsworth on 1st April, bringing some 23,000 registered patients into the local user population, along with M&S community support staff for this population who will now work for Community Services Wandsworth. The progress being made in procurement of specific services is described at the end of the paper.

Attach 15 - Prison Health Delivery Plan Front Sheet

Attach 15 - Prison Health Delivery Plan

A prison health service delivery plan to include performance indicators was promised in the PCT's 09-10 Commissioning Intentions. The present plan indicates measurable outcomes. The performance indicators are listed in Appendix 1.

Comment: What should accompany this delivery plan is a report about the standards being used by Secure Healthcare in HMP Wandsworth and their performance against these standards since Secure Healthcare's appointment in 2007. I am not aware that performance monitoring information regarding this provider or any information about complaints received by this provider is available. Nor am I aware of any external scrutiny being made of this service.

Attach 16 - Putney Primary Care Centre Update

Delays will increase construction costs by some £22,000. A delay to the programme of a further two months will take the project into the next quartile. Estimated construction costs are fractionally below the £12m ceiling required by NHS London.

Attachment 17 was not on the website and there was no indication of its subject matter.

Attach 18 - Control of Infection Notification Report

This is the report for March and it is encouraging for the community provider services including Queen Mary's Hospital. Infection occurring in commissioned acute services are included in performance reports.

Attach 19 - PEC Minutes 090317

The approved minutes of the March PEC meeting. See the feedback report for a discussion of lay issues.

Attach 20 - SSP Board Minutes 081010

Attach 20 - SSP Board Minutes 090122

Routine SSP Board minutes from October 08 and January 09.

Attach 21 - Audit Committee Minutes 090223

Draft minutes of the meeting held in February.

Attach 22 - SWL JCPCT Minutes 090212

Attach 22A - SWL JCPCT Minutes 090416

The Joint PCTs committee of chairs and CEOs is directing the sector-wide strengthening commissioning work. These are the minutes of their two most recent meetings.

PCT Board meetings for the remainder of this year

Wednesday 3 June 2009

9:30am

Sheen Room,  
Queen Mary's Hospital  
Roehampton Lane  
SW15

Wednesday 29 July 2009

9:30am

Balham Park Surgery  
236 Balham High Road  
SW17 7AW

Wednesday 30 September 2009

9:30am

Sheen Room,  
Queen Mary's Hospital  
Roehampton Lane  
SW15

Wednesday 4 November 2009

1:30pm

Wandsworth Town Hall  
Room 123  
Wandsworth High Street  
SW18 2PU

Wednesday 2 December 2009

9:30am

Sheen Room,  
Queen Mary's Hospital  
Roehampton Lane  
SW15

Andrew Craig

PEC Lay Member