

# **Adult Social Care and Health Overview & Scrutiny Committee - 13 January 2020**

## **Performance Monitoring Warwickshire North and Coventry & Rugby Clinical Commissioning Groups**

### **Recommendation**

That the Overview and Scrutiny Committee receives and considers this report and notes:

- The CCGs performance management approach
- The CCGs assurance and governance processes in place
- The current CCG performance report

### **1. Introduction**

This committee last received an update on performance across the three CCGs at its September meeting; the Committee was not assured by the report presented and that the Committee required a further meeting with a more detailed report on performance at which appropriate executives of the CCG would attend to present and take questions from the Committee.

A meeting was due to be held on the 11<sup>th</sup> November 2019, but due to the recent election this meeting was then moved to the 13<sup>th</sup> January 2020.

This report provides information on the performance monitoring by Coventry & Rugby and Warwickshire North Clinical Commissioning Groups (CCGs) that deliver NHS services to Rugby and North Warwickshire residents. The information consists of three sections:

- Overview of governance, key performance summary, priorities for action across the three CCGs, and how as joint working further develops ensuring the role of 'Place' maintains local visibility of performance;
- Copies of the latest performance report taken to the CCGs most recent public governing body meeting, and which can be found on each CCGs own website;
- A glossary containing descriptions of the key performance targets that are routinely monitored, how they are calculated and what targets CCGs are expected to deliver.

### **2. CCG Performance Reporting**

**Governance on performance is assured in various ways across the NHS:**

- Monthly contractual meetings between CCGs and host NHS providers, where performance in year is discussed, performance notices issued, and remedial action plans developed as necessary.
- Monthly Clinical Quality Review meetings between the CCG and NHS providers, where the quality aspect of care is discussed, and the need for recovery actions identified and action plans developed as necessary, this also feeds into the contractual meetings between CCGs and providers.

- Monthly Finance & Performance Committees, as part of internal organisation assurance, where performance report is considered by nominated CCG or Trust members and Executive Team, actions discussed, assurance sought and need for further actions agreed.
- Monthly Clinical Quality Committees, as part of internal assurance quality report is considered by nominated CCG or Trust members and Executive team, actions discussed, assurances sought and need for further actions agreed.
- Public Governing Body Meetings, where a joint report on Quality and Performance is taken to the whole CCG or NHS Trust Board, and publically available on the CCGs own website. This includes Annual General Meetings, and Annual Report publication.
- Local Authority Health Oversight Committee.
- NHS Regulator Meetings – System Review Meetings Monthly. System locality based i.e. Warwickshire North/GEH, Coventry & Rugby / UHCW/CWPT, South Warwickshire/SWFT, as well as whole system review (STP – CW HPB).
- Quality Assurance Framework, annual assessment of performance against key delivery targets by NHS E/I of the CCGs performance.

### **Retaining accountability at ‘Place’**

The committee expressed a desire at the meeting in September that any future reorganisation of CCGs should retain the ability to keep accountability as local as possible.

Coventry and Warwickshire Health and Social Care System has previously agreed that as joint working and greater integration in the planning and delivery of health and care services further develops, that this should be under the planning unit of ‘Place’.

The four ‘Place’s across Coventry & Warwickshire are; Coventry, Rugby, Warwickshire North and South Warwickshire, this allows for all partners to be able to coordinate the development of joint working, coordination and delivery of services around each ‘Place’, based on an assessment of local need and local priorities, and only looking to coordinate services at a more strategic level when it makes sense to do so, such as specialist and tertiary services.

‘Place’ in the context of governance around performance becomes a mechanism by which we can ensure local accountability, and local delivery of services against defined standards. It helps to ensure regardless of any future strategic alignment of organisations that a majority of service delivery can still be monitored at a local level.

### **3. Performance Monitoring – Some Context**

The NHS has for many years had targets for health improvement currently these include the ‘NHS Constitutional standards’ which are reported nationally by NHS England, together with other priority targets as identified in national planning guidance each year.

CCGs overall performance as a commissioner is assessed against the ‘Oversight Framework’ from which a summary of measures are used to grade CCGs as to whether their performance is in one of four categories: outstanding, good, requires improvement, or is inadequate.

Full details of an individual CCG’s performance against the framework’s indicators are available on the MyNHS website (at <https://www.nhs.uk/mynhs>).

Table 1: Clinical Commissioning Group Key Facts

	Warwickshire North	Coventry & Rugby	South Warwickshire
Population	193,000	467,000 Coventry 360k Rugby 106k	291,000
Budgets 2019/20	£266m	£744m	£401m
Number of GP practices	26 (4 PCNs)	66 (8 PCNs)	33 (5 PCNs)
Host Trusts	George Eliot Hospital NHS Trust (GEH)	University Hospitals Coventry and Warwickshire NHS Trust (UHCW) Coventry Partnership NHS Trust (CWPT)	South Warwickshire Foundation NHS Trust (SWFT)

**PCN – Primary Care Network – these are networks of GP practices typically covering 30 to 50,000 patients.**

The overall national figures of 195 CCGs in 2018/19 were:

- Outstanding 24
- Good 102
- Requires Improvement 58
- Inadequate 11

Performance reports that are then presented to each CCG Board across Coventry & Warwickshire focus on the NHS Constitutional Standards, and local CCG key priorities, together with additional reports that show how CCGs are performing against the IAF, as well as individual targets that we hold NHS providers to account for.

Where a key target has not been met, there is an exception report against that target explaining the reason for being away from target, and the actions being taken to recover this target. The performance committee will request specific reports against specific key priorities that provide detailed analysis of the issues and actions being taken, against which the committee gives assurance ultimately to each CCG's Governing Body.

Typically the performance for each key measure includes 12 months information, so that it can be seen as to whether the target has simply missed one reporting period, or whether there is an ongoing issue.

#### **4. Key NHS Constitutional Areas where the CCGs are seeking to Improve Performance**

A copy of Warwickshire North and Coventry & Rugby CCGs performance report is provided for Members. This report identifies the key areas to improve performance, existing and new actions to improve performance and any associated risks.

This report was discussed in detail at our CCG Finance and Performance committees in December 2019 prior to being submitted to our CCG Governing Body meeting in January 2020.

The full range of performance standards we are measured against are all published on the CCGs websites.

## **5. Background papers**

Appendix A – CR & WN CCG Governing Body Performance report September 2019

Appendix B – CR & WN CCG Finance & Performance – Performance report December 2019

Appendix C – Glossary of Operational Standards

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