



**Bromley Borough Based Board
Minutes of the meeting on 16 June 2022
Held through Microsoft Live**

| Present: | Name | Title and organisation | [initials] |
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| | Dr Andrew Parson | Borough CCG GP (Co-chair), South East London Clinical Commissioning Group | AP |
| | Cllr Colin Smith | Leader of the Council, London Borough of Bromley (Co-chair) | CS |
| | Omar Al-Ramadhani | Head of Assurance, South East London Clinical Commissioning Group (Item 12) | OA |
| | Dr Angela Bhan | Bromley Borough Director, South East London Clinical Commissioning Group | ABh |
| | Kim Carey | Interim Director of Adult Services, London Borough of Bromley | KC |
| | Mark Cheung | One Bromley Integrated Care Programme Director, South East London Clinical Commissioning Group | MC |
| | Harvey Guntrip | Bromley Borough Lay Member, South East London Clinical Commissioning Group | HG |
| | Dave Harris | Associate Director of Finance, South East London Clinical Commissioning Group (Item 11) | DH |
| | Helen Norris | Healthwatch | HN |
| | Sean Rafferty | Joint Assistant Director of Integrated Commissioning, South East London CCG and London Borough of Bromley (Item 6 and 8) | SR |
| | Cheryl Rehal | Acting Head of Primary and Community Care, South East London Clinical Commissioning Group (Item 9) | CR |
| | Sonia Colwill | Director of Quality South East London Clinical Commissioning Group (Item 13) | SC |
| | Cllr Diane Smith | Portfolio Holder for Adult Care & Health, London Borough of Bromley | DS |
| | Matt Beavis | Associate Director, Integrated Commissioning One Bromley, South East London Clinical Commissioning Group | MB |
| | Avril Baterip | Corporate Governance Lead, South East London Clinical Commissioning Group (Item 7) | ABa |
| | Jodie Adkin | Associate Director of Urgent Care, Hospital Discharge and Transfer of Care, South East London Clinical Commissioning Group | JA |
| | James Postgate | Associate Director of Integrated Commissioning, South East London Clinical Commissioning Group (Item 9) | JP |
| | Paulette Coogan | One Bromley Borough Director of Organisational Development, South East London Clinical Commissioning Group (Item 10) | PC |
| | Dr Nada Lemic | Director, Public Health | NL |
| | Dr Hasib Rub | Bromley GP Alliance (Item 9) | HR |
| | Dr Mark Essop | Clinical Digital Lead, One Bromley (Item 9) | ME |
| | Russell Warrior | Clinical Services Development Manager, South East London Clinical Commissioning Group (Item 9) | RW |
| Apologies: | Ade Adetosoye | Chief Executive, London Borough of Bromley | AA |
| | Richard Baldwin | Director of Adult Services, London Borough of Bromley | RB |
| | Charlotte Bradford | Healthwatch | CB |



Actioned by

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| 1. | Introductions & Apologies for Absence | |
| 1.1 | Councillor Colin Smith welcomed members and attendees to the final June Bromley Borough Based Board meeting. Members and attendees of the Committee introduced themselves. | |
| 1.2 | Apologies for absence were noted as recorded above. | |
| 2. | Declarations of Interest | |
| 2.1 | Dr Parson invited members to declare any interests in respect to the items on the agenda. No declarations of interest were raised during the meeting. | |
| 3. | Public Questions | |
| 3.1 | It was noted that no prior public questions were received ahead of the meeting. | |
| 4. | Minutes of the meeting 3 March 2022 | |
| 4.1 | The Committee APPROVED the minutes of the meeting held on 3 March 2022 as an accurate record of the meeting. | |
| 5. | Place Based Director's Report | |
| 5.1 | Dr Bhan presented the Place Based Director's report. Key highlights of the report include: <ul style="list-style-type: none"> • Winter and urgent care pressures were noted – there is less of a seasonal trend as all agencies are under pressure including Bromley Council, the community and primary care. A Bromley system wide Winter 2021/22 reflection workshop took place in May and outcomes from the event will inform transformational work over the summer, as part of the next Winter plan. Positive contribution made by community health and care services were noted, in avoiding admissions and supporting people to be discharged from hospital in a safe and timely way. • The new governance structures will be discussed as part of the agenda today and we have been recruiting clinical and professional leadership appointments to support the system – this is not restricted to GPs, we encourage other health professionals to also apply for these roles. • One Bromley awards ceremony – these were the “Oscars” of Bromley, over 200 staff working across Bromley health and care services came together to celebrate integration, teamwork, hard work and collaboration. We had an over whelming number of applications for the awards which indicates how much our health and care services are working collaboratively together. Award winners include The Mary Cooke Award for reducing health inequalities and improving the health of Bromley residents. Other award categories include the response to Covid and improving the health and care of young people, amongst other nominations. | |



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| 5.2 | <p>In considering the report, members raised the following comments:</p> <ul style="list-style-type: none"> • Dr Parson thanked Dr Bhan for the report and expressed his gratitude for the role Dr Bhan has had in providing leadership and direction to the Board over the past two years and through some very, difficult challenges, which is testament to Dr Bhan's role. | |
| 5.3 | <p>The Committee NOTED the report.</p> | |
| 6. | <p>Amendments to the Bromley NHS Act 2006 Section 75 Agreement for 2022-2023</p> | |
| 6.1 | <p>Sean Rafferty presented the report and the following key points were noted:</p> <ul style="list-style-type: none"> • The Section 75 agreement is the formal legal agreement on jointly funded activities between Bromley Council and the CCG. The appendix to the report includes further details on the schemes and projects in scope. • There are two recommendations for the Board's approval: <ol style="list-style-type: none"> 1) Extend the funding arrangements for Hollybanks respite care service for children and young people with a disability. This is a CCG contract to which Bromley Council makes a funding contribution. Bromley Healthcare are the providers of the service and the recommendation is to extend the contract for a further two years. 2) Contract extension and funding approval for Speech and Language Therapy (SLT) services, which are jointly commissioned by the local authority and the CCG. Bromley Healthcare will continue to provide the service. The recommendation is to extend the contract for one year, as opposed to two years, due to the national shortage of speech and language therapists and Bromley is not immune to this issue. Delegated authority is to be given to Bromley Council's Director of Children, Education and Families to extend the contract for a further year subject to performance. | |
| 6.2 | <p>In considering the report, members raised the following comments:</p> <ul style="list-style-type: none"> • Dr Parson thanked Mr Rafferty for the detailed and well-written report, acknowledging approval of the recommendations in the report. | |
| 6.3 | <p>The Committee APPROVED the report.</p> | |
| 7. | <p>Governance arrangements for future Local Care Partnership</p> | |
| 7.1 | <p>Avril Baterip presented slides on the proposed governance arrangements for One Bromley Local Care Partnership, the following key points were highlighted:</p> <ul style="list-style-type: none"> • Health and Care Act (2022) received Royal Assent - from the 1st July 2022, the Integrated Care Board for South East London will be a legal and statutory body • As part of the changes to moving into an integrated model of working, there is a requirement to establish a Local Care Partnership (LCP) Board in each of the six boroughs in South East London (SEL) • One Bromley LCP will be an established committee of South East London Integrated Care Board and will act as the highest level for the governance procedures in Bromley • The following governance structure was proposed: | |



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| | <ul style="list-style-type: none"> - One Bromley Local Care Partnership Board: it was proposed that the Local Care Partnership (LCP) is the 'One Bromley' partnership, which has been in place for some years. Proposed joint chairs are the Leader of Bromley Council and a Clinical Lead - One Bromley Executive - the already well established One Bromley Executive will be the main delivery arm of the Local Care Partnership and will carry out the operational aspects and day to day business functions of the LCP. Proposed chair is the provider organisation (rotating) - Primary Care Oversight Group – this group will provide Bromley-based leadership, challenge, oversight and guidance to the One Bromley LCP for the delivery of the primary care services in Bromley focused on our local population and providers. It is proposed that the Lay Member will chair this group which is already established and in operation - Contracts and Procurement group – this group will be established to oversee and coordinate contracts and procurement activities and will report directly to the One Bromley Local Care Partnership Board. Proposed chair is the Assistant Director for Integrated Planning and Commissioning - Performance, Quality and Safeguarding group – this group will be established to provide assurance and recommendations on performance in relation to issues of quality, clinical governance, safety, financial and non-financial risk, and will report to the LCP and One Bromley Executive. It is proposed that the group will be jointly chaired by a medical/non-medical and hospital/out of hospital representative on a rotational basis. - Workstreams - we are proposing there are three work streams that will report directly to the One Bromley Executive: <ul style="list-style-type: none"> ▪ the Communications and Engagement group will provide expert communications and engagement advice and support, ensuring all legal and statutory duties in relation to public engagement are met. ▪ Programmes: Delivery of the One Bromley Transformation Programme through existing workstreams and structures. These include urgent care, frailty, planned care and children and young people. ▪ Enablers: Essential to the delivery of the One Bromley Programme are the enabler workstreams, which include Population Health Management, estates, digital and workforce. | |
| 7.2 | <p>In considering the report, members gave the following comments:</p> <ul style="list-style-type: none"> • Dr Parson thanked Ms Baterip for the report. | |
| 7.3 | <p>The Committee NOTED the report.</p> | |
| 8. | <p>Bromley Healthcare progress on CQC report</p> | |
| 8.1 | <p>Sean Rafferty provided an update on the report, the following points were noted:</p> | |



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| | <ul style="list-style-type: none"> • CQC visited last year, and Bromley Healthcare Adult services were inspected. As part of the outcomes of the CQC report, Bromley Healthcare received an inspection outcome of 'Requires Improvement'. • Bromley Healthcare have developed their plan to address the issues identified in the CQC report. There is a new Quality Assurance Subcommittee established with input from the CCG and Local Authority. CCG commissioners have established a single assurance framework with Bromley Healthcare's other commissioners. • Bromley Healthcare are working on their plans and good progress has been made. The CQC are pleased with the developments so far but there are further changes and improvements to be made. Bromley Healthcare will need to sustain their improvement arrangements. | |
| 8.2 | <p>In considering the report, members gave the following comments:</p> <ul style="list-style-type: none"> • Dr Parson thanked Mr Rafferty for the report. | |
| 8.3 | The Committee NOTED the report. | |
| 9. | Celebration of achievements in Bromley | |
| 9.1 | <p>A celebration of achievements over the last two years in Bromley were jointly presented to the Board, the following points were noted:</p> <ul style="list-style-type: none"> • Barcoding in flu clinics presented by Dr Mark Essop – the purpose of this initiative was to improve the efficiency for delivering flu vaccinations in clinics. Patients were sent an invitation letter with a barcode that could be used as a ticket to obtain a vaccination in a clinic. Benefits of the new system included reduced administration time (from thirty hours to two hours) and an improvement in patient experience. This service won an award and was supported nationally. General practices continue to utilise this method for delivering flu vaccinations in clinics. • Extended phlebotomy services presented by Russell Warrior – following feedback from patients, the phlebotomy services were extended in Bromley from 2020, which is run by the Bromley GP Alliance. The service now offers a blood test in your GP practice; home service for housebound patients; a walk-in service at Beckenham Beacon and Orpington Hospital and a community phlebotomy service. There were significant challenges in setting up this service which included logistics, workforce and location in the community, all of which were overcome by working collaboratively with our partners and communicating effectively from the outset. • Homeless Healthcare Clinics presented by Dr Hasib Rub – The homeless healthcare clinic, attached to the Bromley homeless shelter has helped a number of registered homeless persons to receive a wide range of healthcare services in a safe environment that would not normally be as available via normal health pathways. This service aims to reduce hospital admission and prevent premature death of the most vulnerable, at-risk groups in society. The integrated team providing this service, won the Mary Cooke award for Reducing Health Inequalities and improving the health of Bromley residents, at the 2022 One Bromley Celebrating Integration Together awards. | |



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| | <ul style="list-style-type: none"> • Integrated mental health services presented by James Postgate – Mental health support services are now offered in schools bringing together school leaders with mental health practitioners. There is a Bromley Community Hub in development for adults, which will provide mental health services in the community. Alongside the hub, the CCG has established eight new mental health practitioners in Primary Care Networks (PCNs) providing a direct link between GP Practices and other mental health and wellbeing support in the community. The Integrated mental health team won the award for ‘Improving the care and experiences of children and young people at the 2022 One Bromley Celebrating Integration Together awards. • Autistic Spectrum Disorder (ASD) presented by James Postgate – The Bromley All-Age Autism Partnership brings together representatives including those with ASD, their parents, carers, professionals and the voluntary sector to improve services available in Bromley for young people and adults with autism. The All Age Autism Strategy has two main aims - to ensure there is equality of access to universal services for people with autism and to ensure specialist services can support people with autism. We have been working with partners and other businesses to improve services for individuals with autism, for example, we linked in with the Glades shopping complex in Bromley to allow people with ASD to do their shopping whilst the shopping complex was closed to everyone else, as people with ASD are more sensitive to noise • Primary Care improvements presented by Cheryl Rehal – since 2019, eight Primary Care Networks have been established to offer enhanced access and an integrated approach to a broad range of community-based services. General practice clinical leads are central to these developments as well as the modernisation of technology and improvements to premises. Video consultations are now being delivered in a number of general practices offering a safe, remote way to access a consultation. We are working closely with telephony services to increase our digital offer and improve functionality. Work continues with improvements to our premises to ensure surgery space is effectively utilised and infection, prevention and control measures are in place and adhered to. • Other improvements presented by Dr Angela Bhan – Bromley is the best-performing borough in SEL CCG for Covid vaccination uptake, which is due to the partnerships, trust and engagement we have made with the general population. Other improvements include the national award-winning single point of access service for discharge for individuals needing ongoing care after leaving hospital and the Hospital@Home service, which brings hospital care into people’s own homes. | |
| 9.2 | <p>In considering the report, members gave the following comments:</p> <ul style="list-style-type: none"> • Cllr Diane Smith expressed her praise for the innovative work presented today and suggested that this work should be show-cased at the Health and Wellbeing Board or Health Oversight Scrutiny Board. Cllr Colin Smith agreed with this suggestion and echoed his praise on the fantastic presentations delivered today. | AB/DS |



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| | <ul style="list-style-type: none"> • Dr Parson thanked the presenters noting the incredible achievements Bromley has made over the last two years by working in an integrated, collaborative manner using innovative approaches to extend our reach. | |
| 9.3 | The Committee NOTED the report. | |
| 10. | Communication and Engagement report | |
| 10.1 | <p>Paulette Coogan presented the Communication and Engagement report, the following key points were noted:</p> <ul style="list-style-type: none"> • The paper sets out the communications and engagement activities undertaken to support the One Bromley system plan and deliver effective integrated services • The formal One Bromley Communications Network was established in 2019 and there is a real, strong partnership group in place, which meets monthly and utilises skills and resources across the One Bromley patch. • The partnership works collaboratively together with timely and proactive engagement activities, it is noted that public engagement has helped to shape the agenda and priorities going forward. • Bromley is committed to meaningful engagement with our partners and ensures that plans to engage are appropriate and timely. A range of methods are utilised to engage with our population including data intelligence and insights gathered from surveys, themes and analysis. • Over the past two years, a lot of engagement has occurred to support the Covid vaccination programme including targeting high risk vulnerable groups. Other engagement has helped us shape our services such as supporting discharges by developing a discharge pack based on patient's feedback. • There is ongoing processes and a tracker in place to capture and monitor the communications and engagement activities. Looking ahead, the group will continue to commit in the new governance structures and will build on existing arrangements. | |
| 10.2 | <p>In considering the report, members gave the following comments:</p> <ul style="list-style-type: none"> • Dr Parson thanked Ms Coogan for the report, acknowledging how engagement is an area of significant importance and contributes to the improvement of our services. | |
| 10.3 | The Committee NOTED the report. | |
| 11. | Finance 21/22 M12 Financial Position and 22/23 Start Budget | |
| 11.1 | <p>David Harris presented slides on the South East London CCG's financial position as at Month 12.</p> <p>The following updates were noted:</p> <ul style="list-style-type: none"> • The SEL CCG financial position was £462k underspent. • The Bromley Borough position was £241k underspent <p>The key variances at Month 12 are:</p> | |



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| | <ul style="list-style-type: none"> Community budgets - £194k overspent. The overspend related to the Bromley Healthcare contract and community phlebotomy contracts due to increased levels of activity. Corporate budgets - £120k overspent. The pay budget overspent is due to the use of agency staff to cover vacancies in areas such as Continuing Healthcare. Continuing Healthcare Services - £313k underspent. This was due to a small reduction in the number of packages during the period. <p>The following points were noted on the 2022-2023 Start Budget :</p> <ul style="list-style-type: none"> The SEL CCG/ICB has been given an allocation of £3,341.2m, this represents an overall 4.40% increase on its core allocation from 2021/22 Bromley will receive additional funding for Covid and system top-ups, however the Covid funding will be lower than what was allocated over the past two years Bromley's delegated budget is £214k, which is inflated due to the national lockdowns The target date for the transition to the Integrated Care Board (ICB) is 1 July 2022, the Government is to approve the budget. We are confident that Bromley will be able to manage within its delegated budget this year. | |
| 11.2 | <p>In considering the report, members gave the following comments:</p> <ul style="list-style-type: none"> Dr Parson thanked Mr Harris for the report and for guiding us through the financial challenges. | |
| 11.3 | <p>The Committee NOTED the report.</p> | |
| 12. | Assurance Report | |
| 12.1 | <p>Omar Al-Ramadhani presented the report which was taken as read. The following updates from the summary table slides were noted:</p> <ul style="list-style-type: none"> Mental Health – strong performance on IAPT recovery and Dementia, Bromley is achieving both of these targets SMI Health checks – the NHS has committed to ensuring 60% of patients on the SMI register receive an annual physical health check. In Q4 Bromley achieved 31% which is an increase of 10% in comparison to Q3, however this area remains a performance challenge in all boroughs. It is noted that Bromley's performance is higher than pre-pandemic levels which indicates signs of improvement. Personal Health Budgets (PHB) – Bromley provided 1,235 Personal Health Budgets in 2021/2022, which is double the required target. Bromley is the highest performing borough in SEL for this metric and without their performance, SEL CCG would not have achieved the overall target. Continuing Healthcare – Bromley has strong performance in this area, all targets have been met. For the 12-week referrals, only 5 were reported in Bromley in Q4 which is ahead of the trajectory. Bromley is above the London average for childhood immunisations and has performed very well in this area | |



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| | <ul style="list-style-type: none"> Learning Disability and annual health checks – Bromley achieved 821 (67%) annual health checks which is just below the target of 920 (75%), this remains an area of challenge, as Omicron caused some disruption however it is expected that performance will improve by next year | |
| 12.2 | <p>In considering the report, members gave the following comments:</p> <ul style="list-style-type: none"> Cllr Colin Smith acknowledged the strong performance achieved across the board. Dr Bhan confirmed we are actively working on the areas that requires improvement. Dr Parson thanked Mr Al-Ramadhani for the report. | |
| 12.3 | The Committee NOTED the report. | |
| 13. | Quality Report | |
| 13.1 | <p>Sonia Colwill provided a verbal update on the Quality agenda and the following key highlights were noted:</p> <ul style="list-style-type: none"> As we move into the ICB, the Quality team will provide assurance to the board that detailed quality data and a detailed quality report for the CCG/ICB has been presented to the Safety and Quality committees. The report will include data on Serious Incidents, Quality Alerts, Medicines Safety and Infection, Prevention and Control (IPC) measures The Quality team will provide assurance that all risks that have been identified, such as quality risks, and all processes developed around Serious Incidents and Datix Cloud for Quality Alerts will transition over as we move into the ICB/ICS Themes and trends from individual Quality Alerts and Serious Incidents unfortunately remain the same, however as we move into the ICS, as well as having the local quality groups, to identify local themes and trends to be brought to the ICS system-wide Quality group. This ICS Quality group will have providers, representatives from all the Local Care Partnerships and our regulators. There will be an opportunity to work collaboratively to address quality issues at a borough and system level. | |
| 13.2 | <p>In considering the report, members gave the following comments:</p> <ul style="list-style-type: none"> Dr Parson thanked Ms Colwill for the update, acknowledging the importance of this area in improving quality for our residents and population | |
| 13.3 | The Committee NOTED the report. | |
| 14. | Any other business | |
| | There was no other business discussed at the meeting. | |
| 15. | Date of Next Meeting: 5 July 2022 in Bromley Civic Centre, Council Chamber and via MS Live Video Conference, 9.00am- 11.30am | |