## Agenda Item 11



## **Policy and Scrutiny**

## Open Report on behalf of Keith Ireland, Chief Executive

Pate:
Overview and Scrutiny Management Board

29 November 2018
Scrutiny Committee Work Programmes: 
Subject:

• Adults and Community Wellbeing Scrutiny Committee

Health Scrutiny Committee for Lincolnshire

## **Summary:**

The Overview and Scrutiny Management Board reviews the work programme of each scrutiny committee on a quarterly basis, with the focus on two or three scrutiny committee work programmes at each meeting.

This report sets out the work programmes of the Adults and Community Wellbeing Scrutiny Committee; and the Health Scrutiny Committee for Lincolnshire.

## **Actions Required:**

- (1) The Overview and Scrutiny Management Board is invited to consider whether it is satisfied with the content of the work programmes of:
  - the Adults and Community Wellbeing Scrutiny Committee (Appendix A to this report); and
  - the Health Scrutiny Committee for Lincolnshire (Appendix B).
- (2) Depending on its decisions in (1) above, the Overview and Scrutiny Management Board is invited to make suggestions on the content of the work programmes of the two committees listed above.

## 1. Background

The Overview and Scrutiny Management Board review the work programmes of each scrutiny committee and each scrutiny committee on a quarterly basis. To facilitate this, the chairman of each scrutiny committee would be invited to provide an update on the work of their committee and any working groups, and highlight future items on which their committee would be focusing.

The table below sets out the reporting timetable for 2018/19:

Scrutiny Committee	First Review	Second Review	Third Review		
Adults and Community Wellbeing	26 April 2018	30 August 2018	29 November 2018		
Health	20 / 10111 2010	00 / luguot 2010			
Children and Young People Public Protection and Communities	24 May 2018	27 September 2018	28 February 2019		
Environment and Economy		25 October 2018			
Highways and Transport	28 June 2018	25 05(050) 2010	28 March 2019		
Flood and Water Management					

## Adults and Community Wellbeing Scrutiny Committee

The work programme of the Adults and Community Wellbeing Scrutiny Committee is attached at Appendix A. Councillor Hugo Marfleet, the Chairman of the Adults and Community Wellbeing Scrutiny Committee, will provide supporting information on the content of the work programme.

#### Health Scrutiny Committee for Lincolnshire

The work programme of the Health Scrutiny Committee for Lincolnshire is attached at Appendix B. Councillor Carl Macey, the Chairman of the Health Scrutiny Committee for Lincolnshire, will provide supporting information on the content of the work programme.

## 2. Conclusion

The Overview and Scrutiny Management Board is asked to consider the work programmes of the Adults and Community Wellbeing Scrutiny Committee, and the Health Scrutiny Committee for Lincolnshire.

#### 3. Consultation

## a) Have Risks and Impact Analysis been carried out?

Not Applicable

#### b) Risks and Impact Analysis

Not Applicable

## 4. Appendices

These are listed below and attached at the back of the report							
Appendix A Adults and Community Wellbeing Scrutiny Committee Work Programme							
Appendix B	Health Scrutiny Committee for Lincolnshire Work Programme						

## 5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Simon Evans, Health Scrutiny Officer, who can be contacted on 01522 553607 or by e-mail at <a href="mailto:Simon.Evans@lincolnshire.gov.uk">Simon.Evans@lincolnshire.gov.uk</a>

#### ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE

Chairman – Councillor Hugo Marfleet Vice-Chairman – Councillor Mrs Liz Sneath

#### 5 September, 10 October and 28 November 2018

This report covers the two meetings of the Adults and Community Wellbeing Scrutiny Committee (5 September and 10 October), which have taken place since the Committee's last report to the Overview and Scrutiny Management Board on 30 August 2018. The Committee is also due to meet on 28 November, after the despatch of the Board's agenda.

The following items are highlighted: -

#### Integrated Lifestyle Support Service

On 10 October the Committee considered a proposed decision by the Executive Councillor on Integrated Lifestyle Support Services, which will provide adults with accessible information and direct support on the four lifestyle behaviours with the greatest impact on health and wellbeing:

- tobacco smoking tobacco smoking amongst adults is significantly higher than the national average (17.7% in 2016) accounting for 106,000.
   Smoking accounts for 4,023 deaths and 17,299 potential years of life lost due to smoking;
- <u>obesity</u> an estimated 27% of the Lincolnshire population have a Body Mass Index over 30, about 168,000 people;
- <u>physical inactivity</u> 24.5% of Lincolnshire's adult population is considered physically inactive, 32,000 adults; and
- excess alcohol consumption 22.1% of adults in Lincolnshire were drinking over 14 units of alcohol a week, 132,000 adults.

The Committee gave its support to the proposal to commission an Integrated Lifestyle Support Service (ILS) and agreed to pass on the following comments to the Executive Councillor:

- The linking of services addressing four lifestyle behaviours (smoking; physical activity; food, nutrition and weight; and alcohol consumption) is strongly supported, as a means of improving overall health and wellbeing.
- The support of Primary Care, including GPs, in guiding people to integrated lifestyle support services is stressed.
- Although not part of the proposed integrated lifestyle support services, the Committee was supportive of the relevant staff groups at the County Council promoting a healthy lifestyle; and in turn the Committee urged that these staff groups should be supported in attaining a healthy lifestyle.

The Committee will receive a report on the outcomes of the service.

## Lincolnshire Joint Strategy for Dementia

The Committee has considered the Lincolnshire Joint Strategy for Dementia, which has been developed by the County Council and the Lincolnshire NHS. Key elements of the strategy include:

- improving early diagnosis (NHS responsibility);
- improvement of care experience for people with dementia, from diagnosis to end of life; and
- involving partners in the provision of personalised support.

## Commissioning Strategies

At its September and October meetings, the Committee considered the five commissioning strategies under the remit of the Committee:

- Adult Frailty and Long Term Conditions
- Specialist Adult Services
- Adult Safeguarding
- Community Wellbeing
- Carers

Each of the above is at different stages of implementation. Where the strategy is not immediately due for revision, the Committee has requested a summary document on the progress of each strategy to be considered on an annual basis. Where strategies are due for revision, for example, the Adult Safeguarding Commissioning Strategy and the Adult Frailty and Long Term Conditions Commissioning Strategy, the Committee is looking to consider them prior to their approval.

#### Work Planned – From 16 January 2019

#### **Future Work Programme**

Future items for the Committee are planned as follows:

16 January 2019 – 10.00am							
Item	Contributor(s)						
Adult Care and Community Wellbeing Budget Proposals 2019/20	Steve Houchin, Head of Finance, Adult Care and Community Wellbeing						
Government Green Paper on Care and Support for Older People	To be confirmed.						

27 February 2019 – 10.00am								
Item	Contributor(s)							
Adult Care and Community Wellbeing Quarter 3 2018-19 Performance	Theo Jarratt, County Manager, Performance, Quality and Development							

10 April 2019 – 10.00am						
Item	Contributor(s)					

22 May 2019 – 10.00am						
Item	Contributor(s)					

## Potential Items for Inclusion in Work Programme

- National Carers StrategyJoint Commissioning Arrangements.
- Alcohol Harm and Substance Misuse Services

# ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE AT A GLANCE WORK PROGRAMME

	2017				2018								2019		
KEY  ✓ = Item Considered = Planned Item	15 June	26 July	6 Sept	29 Nov	10 Jan	14 Feb	11 Apr	30 May	4 July	5 Sept	10 Oct	28 Nov	16 Jan	27 Feb	10 Apr
Meeting Length - Minutes	135	170	146	150	245	120	200	185	135	135	210				
Adult Care and Community															
Wellbeing Corporate Items  Better Care Fund		<b>√</b>						1							
		V	<b>√</b>		<b>√</b>				<b>√</b>		<b>√</b>				
Budget Items			V	<b>√</b>	V				V		V				
Care Quality Commission				<b>V</b>	1							<u> </u>			
Contract Management					✓										
Introduction	<b>√</b>											<u> </u>			
IT Updates					✓										
Joint Strategic Needs Assessment	<b>✓</b>														
Local Account				<b>✓</b>											
Quarterly Performance		<b>✓</b>	✓	✓			<b>✓</b>		<b>√</b>	<b>✓</b>					
Strategic Market Support Partner			✓												
Winter Planning										<b>√</b>					
Conditions and Physical Disability  Care and Support for Older People – Green Paper  Commissioning Strategy											<b>✓</b>				
Dementia Strategy											<b>✓</b>				
Homecare Customer Survey									<b>✓</b>						
Residential Care / Residential Care with Nursing - Fees						<b>✓</b>			<b>✓</b>						
Review Performance									<b>√</b>						
Adult Safeguarding															
Commissioning Strategy										<b>√</b>					
Safeguarding Scrutiny Sub Group				✓		✓		✓		✓					
Carers															
Commissioning Strategy											<b>√</b>				
Community Wellbeing															
Director of Public Health Report								✓							
Director of Public Health Role								✓							
Domestic Abuse Services		<u> </u>	<b>√</b>												
Healthwatch Procurement								<b>√</b>				<del>                                     </del>			
NHS Health Check															
Programme							<b>✓</b>								
Stop Smoking Service					<b>√</b>						<u> </u>				
Wellbeing Commissioning Strategy											✓				

		20	17					20	18					2019	
<b>KEY</b> ✓ = Item Considered  = Planned Item	15 June	26 July	6 Sept	29 Nov	10 Jan	14 Feb	11 Apr	30 May	4 July	5 Sept	10 Oct	28 Nov	16 Jan	27 Feb	10 Apr
Wellbeing Service															
Housing Related Services															
Extra Care Housing						✓									
Supported Housing						✓									
Specialist Adult Services															
Commissioning Strategy										✓					
Managed Care Network Mental Health							✓								
Shared Lives							✓								

#### HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE

Chairman – Councillor Carl Macey Vice-Chairman – Councillor Chris Brewis

## 12 September, 17 October and 14 November 2018

Since the last report to the Overview and Scrutiny Management Board, the Health Scrutiny Committee for Lincolnshire has met on three occasions. The main items considered by the Committee are set out below: -

#### Children and Young Persons Services at United Lincolnshire Hospitals NHS Trust

Since May 2018, the Committee has been receiving regular updates on Children and Young Persons Services at United Lincolnshire Hospitals NHS Trust (ULHT). From 6 August 2018, ULHT has been operating an interim planned model of care, which was introduced because of shortages of paediatric doctors and nurses. The interim planned model of care aims to treat 98% of children who would normally be expected to be treated at Pilgrim Hospital and is summarised as follows: -

- paediatric outpatient clinics;
- low-risk neonatal births only;
- a 24 hour paediatric assessment and observation unit;
- paediatric day surgery; and
- consultant-led maternity birthing unit.

On 14 November 2018, the Committee was advised that the interim model of care is continuing and is meeting its target of seeing 98% of activity remaining at Pilgrim Hospital.

Private ambulances, crewed by paramedics, have been commissioned to transfer any patients who require it. During the first three months of operation of the service model 105 patients (99 children and six in utero) have been transferred, using the dedicated ambulance and ULHT has stated that no issues were experienced or reported, although it is acknowledged that the transfers of patients have caused disruption to those patients and their families.

The Committee acknowledges the progress made, and will be seeking a further update in January 2019.

#### <u>Urgent Treatment Centres</u>

On 14 November 2018, the Committee considered an item on urgent treatment centres, a concept introduced by NHS England, to remove public confusion over the existing terminology of urgent care centres, minor injuries units and walk-in centres. Urgent treatment centres will have to meet a national specification in order to be able to use that name.

Lincolnshire's Urgent and Emergency Care Strategy covered the plans for urgent treatment centres, which NHS England wants to see established by December 2019. The Committee was advised that in accordance with national guidance the type 1 A&E departments in Lincoln and Pilgrim would automatically have an urgent treatment centre, which would build on existing primary care streaming arrangements. On arrival at these two hospitals, patients would be triaged to either the urgent treatment centre or the A&E department, depending on their need.

Lincolnshire's Urgent and Emergency Care Strategy also set out proposals for the two existing urgent care centres in Louth and Skegness to become urgent treatment centres, although it is not clear whether the existing 24/7 arrangements would apply.

Stamford and Rutland Hospital currently has a minor injury unit and Lincolnshire's Urgent and Emergency Care Strategy sets out a proposal for this to become an urgent treatment centre. However, the Committee was advised that the other three minor injury units in Lincolnshire (Gainsborough, Sleaford and Spalding) would become "GP Extended Access Hubs". This was defined as a GP practice that offers appointments for patients registered with other practices in the area and delivers similar services, but via bookable appointments made through 111 and the Clinical Assessment Service, or via appointments made through GP standard hours services.

Because Grantham A&E is part of the acute services review, the Committee was advised that it was out of the scope of Lincolnshire's Urgent and Emergency Care Strategy.

The Committee was concerned over the lack of engagement to date, and the lack of any detailed rationale for these proposals, as it appeared that certain services might be downgraded. Although the Committee was advised that consultation would be taking place during the 'spring' of 2019, it is seeking an update in January 2019.

#### Lincolnshire Sustainability and Transformation Partnership

The Committee receives regular updates on the progress of the Lincolnshire Sustainability and Transformation Partnership (STP). The Committee has recorded its concern over the absence of consultation on the acute services review elements of the STP, and consultation on these elements is not now expected until 2019.

In addition to general updates on the STP, the Committee continues to focus on the following specific strands in the STP, some of which will not automatically be subject to public consultation:

- Mental Health
- Integrated Community Care Portfolio

## <u>Louth County Hospital – In-patient Services – Engagement Exercise</u>

On 17 October 2018, the Committee approved its response to the engagement exercise undertaken by Lincolnshire East Clinical Commissioning Group on in-patient services at Louth County Hospital. Two options for in-patient services had been put forward: Option 1 - 16 beds plus six chairs on Carlton Ward; and Option 2 - 20 beds on Carlton Ward, plus six chairs on Manby Ward.

As part of its response, the Committee recorded its preference for Option 2, based on the information so far presented by the CCG. The Committee requested that the CCG would set out a rationale for the selection of the number of beds in Option 2; and assurances that GP and community health services in Louth and the surrounding area were capable of providing the right care and support to assist patients in their homes.

The Committee invited representatives from the CCG to present the outcome of the engagement exercise to the Committee.

#### Delivery of the NHS England National Cancer Strategy in Lincolnshire

The Committee considered a report on the delivery of the NHS England National Cancer Strategy at its meeting on 14 November. Whilst improvements have been made since the Lincolnshire cancer summit in January 2017, the Committee was advised by the presenters that further progress was required to ensure cancer treatment and care met the national standards. As with many NHS services, workforce challenges would need to be overcome, and the emphasis was on ensuring the NHS's national treatment standards were met. The Committee will consider a further update in six months' time.

#### Non-Emergency Patient Transport

The Committee remains concerned over the performance of the Thames Ambulance Service on the non-emergency patient transport contract. Regular updates are received and the Thames Ambulance Service is due to present to the Committee on 12 December 2018.

#### **Work Planned**

Planned items for the Health Scrutiny Committee for Lincolnshire are set out below:

12 December 2018 – 10 am								
<i>Item</i>	Contributor							
NHS Long Term Plan	John Turner, Senior Responsible Officer, Lincolnshire Sustainability and Transformation Partnership							
South Lincolnshire Clinical Commissioning Group Annual Report 2017-18	John Turner, Accountable Officer, South Lincolnshire Clinical Commissioning Group							
South West Lincolnshire Clinical Commissioning Group Annual Report 2017-18	John Turner, Interim Accountable Officer, South West Lincolnshire Clinical Commissioning Group							
Non-Emergency Patient Transport	Mike Casey, Director of Operations, Thames Ambulance Service							

23 January 2019 – 10 am								
<i>Item</i>	Contributor							
United Lincolnshire Hospitals NHS Trust  – Care Quality Commission	Senior management representatives from United Lincolnshire Hospitals NHS Trust							
United Lincolnshire Hospitals NHS Trust  – Children and Young Persons Services	Senior management representatives from United Lincolnshire Hospitals NHS Trust							
Urgent Treatment Centres (Subject to confirmation)	Senior management representatives from Lincolnshire Sustainability and Transformation Partnership							

20 February 2019 – 10 am						
Item	Contributor					

20 March 2019 – 10 am							
<i>Item</i>	Contributor						
Dental Services in Lincolnshire	Carole Pitcher, Contracts Manager Dental and Optometry, NHS England – Midlands & East (Central Midlands)						
Quality Accounts - Arrangements for 2019	Simon Evans, Health Scrutiny Officer						

17 April 2019 – 10 am									
ltem	Contributor								
East Midlands Ambulance Service Update	Sue Cousland, East Midlands Ambulance Service Divisional Manager, Lincolnshire								

## Items to be Programmed

- Louth County Hospital Inpatient Services Engagement Outcomes
- Adult Immunisations
- Developer and Planning Contributions for NHS Provision
- North West Anglia NHS Foundation Trust Update
- Joint Health and Wellbeing Strategy Update
- CCG Role in Prevention

## <u>Items to be Programmed – No earlier than March 2019</u>

- Lincolnshire Sustainability and Transformation Plan Consultation Elements:
  - Women's and Children's Services
  - > Emergency and Urgent Care

## HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE AT-A-GLANCE WORK PROGRAMME

	2017							2018									
KEY  Substantive Item Considered  ca = Chairman's Announcement	14 June	19 July	13 Sept	11 Oct	8 Nov	13 Dec	17 Jan	21 Feb	21 Mar	18 Apr	16 May	13 June	11 July	12 Sept	17 Oct	14 Nov	12 Dec
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Meeting Length - Minutes	170	225	185	170	205	230	276	280	270	230	244	233	188	280	160		
Cancer Care																	
General Provision																	
Head and Neck Cancers														ca			
Clinical Commissioning Groups			1				1	1			1					1	1
Annual Assessment														ca			
Lincolnshire East																	
Lincolnshire West South Lincolnshire															<b>√</b>		
South West Lincolnshire																	
	_							-00									
Community Maternity Hubs	—							ca									
Community Pain Management	—						1		_			ca					
Dental Services	Щ_						✓		ca								
GPs and Primary Care:		ı	1				1	1	ı	1	1 .	ı	ı	ı	Ι	1	1
Extended GP Opening Hours	₩							ca			ca				ca		
GP Recruitment Lincoln GP Surgeries	$\vdash$		ca		ca												
Lincoln GP Surgeries  Lincoln Walk-in Centre		ca ✓		ca ✓		<b>√</b>		<b>√</b>			<b>√</b>						
Louth GP Surgeries		ca	ca	V		•		V			V						
Out of Hours Service		Ca	Ua											ca			
Sleaford Medical Group									ca					ca			
Spalding GP Provision														ca			
Grantham Minor Injuries Service												ca	<b>√</b>	ca			
Health and Wellbeing													•				
Board:																	
Annual Report												ca					
Joint Health and Wellbeing Strategy		<b>√</b>						<b>√</b>									
Pharmaceutical Needs Assessment					<b>✓</b>		✓										
Health Scrutiny Committee Role	✓																
Healthwatch Lincolnshire											ca		ca				
Lincolnokius Osassus 't													<sub>Ua</sub>		ca		
Lincoinsnire Community											0		Ca		ca		
Lincolnshire Community Health Services NHS Trust											00		ca		ca		
Health Services NHS Trust													ı		ı		
Health Services NHS Trust Care Quality Commission				<b>√</b>									ca		ca		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care				<b>√</b>									ca		ı		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability				✓									ca		ı		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation				<b>√</b>									ca		ı		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership				<b>√</b>			<b>√</b>					<b>√</b>	ca ✓	<b>√</b>	ı		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation							✓			<b>√</b>	са	✓	ca	<b>✓</b>	ı		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review							<b>√</b>			<b>✓</b>		<b>√</b>	ca ✓	<b>√</b>	ı		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View							<b>√</b>			✓ ✓		<b>✓</b>	ca ✓	<b>✓</b>	ı		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health							✓	<b>✓</b>				<b>√</b>	ca ✓	<b>√</b>	ı		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health NHS Long Term Plan							<b>√</b>	<b>✓</b>				<b>✓</b>	ca ✓	<b>√</b>	ca		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health NHS Long Term Plan Operational Efficiency							✓	<b>√</b>	✓ ·			✓	ca ✓	<b>✓</b>	ca		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health NHS Long Term Plan Operational Efficiency Urgent and Emergency Care							✓	<b>✓</b>	✓ ✓			<b>✓</b>	ca ✓	✓ ·	ca		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health NHS Long Term Plan Operational Efficiency							✓	✓				✓	ca ✓	<b>✓</b>	ca		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health NHS Long Term Plan Operational Efficiency Urgent and Emergency Care Lincolnshire Partnership		✓ <b>/</b>					<b>√</b>	✓				<b>√</b>	ca ✓	<b>✓</b>	ca		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care Lincolnshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health NHS Long Term Plan Operational Efficiency Urgent and Emergency Care Lincolnshire Partnership NHS Foundation Trust:		✓					√	✓				<b>✓</b>	ca ✓	<b>✓</b>	ca		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care LincoInshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health NHS Long Term Plan Operational Efficiency Urgent and Emergency Care LincoInshire Partnership NHS Foundation Trust: General Update / CQC Psychiatric Clinical Decisions Unit								<b>✓</b>				<b>✓</b>	ca ✓	ca	ca		
Health Services NHS Trust Care Quality Commission Learning Disability Specialist Care LincoInshire Sustainability and Transformation Partnership General / Acute Services Review GP Forward View Integrated Community Care Integrated Neighbourhood Working Mental Health NHS Long Term Plan Operational Efficiency Urgent and Emergency Care LincoInshire Partnership NHS Foundation Trust: General Update / CQC		✓	са					<b>✓</b>				<b>✓</b>	ca ✓		ca		

	2017							2018											
KEY  Substantive Item Considered  ca = Chairman's Announcement  = Planned Substantive Item	14 June	19 July	13 Sept	11 Oct	8 Nov	13 Dec	17 Jan	21 Feb	21 Mar	18 Apr	16 May	13 June	11 July	12 Sept	17 Oct	14 Nov	12 Dec		
NHS Foundation Trust																			
North West Anglia NHS Foundation Trust							<b>✓</b>												
Organisational Developments:																			
CCG Joint Working Arrangements													✓	ca					
Integrated Care Provider Contract														ca	✓				
National Centre for Rural Care													ca						
NHSE and NHSI Joint Working												ca							
Undergraduate Medical Education			ca																
Patient Transport:																			
Ambulance Commissioning			<b>√</b>																
East Midlands Ambulance Service			✓		ca					✓	ca	ca	ca	✓					
Non-Emergency Patient Transport						✓	ca	<b>√</b>	<b>√</b>	✓		<b>√</b>	ca	✓	ca				
Sleaford Joint Ambulance & Fire Station											ca		ca						
Public Health:																			
Child Obesity													ca						
Director of Public Health Report												<b>√</b>							
Immunisation					<b>√</b>														
Pharmacy			ca																
Renal Dialysis Services														<b>√</b>					
Quality Accounts	<b>√</b>								<b>√</b>										
United Lincolnshire Hospitals NHS Trust:																			
A&E Funding		ca																	
Introduction	✓																		
Care Quality Commission		<b>√</b>										ca	ca	<b>√</b>					
Children/Young People Services											✓	✓	<b>√</b>	<b>√</b>					
Financial Special Measures			ca		✓					✓									
Grantham A&E			<b>√</b>				✓	ca						ca	ca				
Orthopaedics and Trauma												ca		ca					
Winter Resilience					ca	✓	ca	ca			✓				✓				