

## NHS DORSET CLINICAL COMMISSIONING GROUP

## GOVERNING BODY MEETING

## SUSTAINABILITY AND TRANSFORMATION PLAN (STP) UPDATE

<b>Date of the meeting</b>	19/07/2017
<b>Author</b>	M Gorman, PMO Assurance Lead
<b>Sponsoring GB Member</b>	T Goodson, Chief Officer
<b>Purpose of Report</b>	To provide an update on the transformation programme.
<b>Recommendation</b>	The Governing Body is asked to note the report.
<b>Stakeholder Engagement</b>	Stakeholder engagement with members, clinicians, staff, patients and public is ongoing throughout the review.
<b>Previous GB / Committee/s, Dates</b>	N/A

## Monitoring and Assurance Summary

<b>This report links to the following Strategic Principles</b>	<ul style="list-style-type: none"> <li>• Services designed around people</li> <li>• Preventing ill health and reducing inequalities</li> <li>• Sustainable healthcare services</li> <li>• Care closer to home</li> </ul>		
	<b>Yes</b>	<b>Any action required?</b>	
		<b>Yes Detail in report</b>	<b>No</b>
All three Domains of Quality (Safety, Quality, Patient Experience)	✓		✓
Board Assurance Framework Risk Register	✓		✓
Budgetary Impact	✓		✓
Legal/Regulatory	✓		✓
People/Staff	✓		✓
Financial/Value for Money/Sustainability	✓		✓
Information Management & Technology	✓		✓
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
<b>I confirm that I have considered the implications of this report on each of the matters above, as indicated</b>	✓		

Initials: MG

## 1. Introduction

- 1.1 The report highlights the progress of the Sustainability and Transformation Plan (STP) Portfolios and indicates the major decisions and key areas for discussion being taken at the System Leadership Team (SLT).

## 2. Summary

### Portfolio Summary

Programme	Planning (PIDs signed off and priorities agreed)	On track for delivery (Work started)	Number of programmes implemented
One Acute Network of Services	Yellow	Yellow	
Integrated Community & Primary Care Services	Yellow	Yellow	
Prevention at Scale	Red	Red	
Digitally Transformed Dorset	Yellow	Green	
Leading & Working Differently	Yellow	Red	

RAG	Status
Green	On Track
Amber	At Risk of Delay
Red	Off Track – remedial action required

- 2.1 Currently the STP Portfolios are working towards signing off the Portfolio Initiation Documents and refining the delivery plans. These documents have contributed towards content for the Decision-Making Business Case (DMBC) specifically around the Implementation Chapter, for a DMBC draft submission date of 06 July 2017. Directors are being asked to comment on draft DMBC and feedback any changes to Copywriter for 21 July 2017.
- 2.2 Several Governing Body workshops took place in June and early July, including four separate deep dives with provider clinical and managerial representation into Mental Health, Acute Reconfiguration, Maternity and Paediatrics and Community services. A further Governing Body Event is planned for 18 July to consolidate work undertaken so far and at which members of SLT and SPB will be present.
- 2.3 Of the five main Portfolios, One Acute Network (OAN), Integrated Community & Primary Care Services (ICPS), Digitally Transformed Dorset (DTD) and Leading & Working Differently (LWD) are currently in the process of agreeing and signing off their Portfolio Initiation Documents (PIDs) and delivery plans.
- 2.4 Prevention at Scale (PAS) are still developing their PIDs and, although nearing completion, they have not been submitted for sign off and therefore, their Planning status remains Red.

- 2.5 As some of the portfolios are still in the planning stages and pre-sign off, the delivery status of these remains Red. However, several programmes of work have agreed start dates within the ICPS, OAN and DTD Portfolio's.
- 2.6 Currently the Portfolio's within the STP have identified and are managing 26 risks, of these risks, 11 (42%) have been categorised as Major (Red) Risks.
- 2.7 Further to the Major risks identified, 15 (58%) have been categorised as significant (Amber).

## **3. Portfolio Progress**

### **One Acute Network**

- 3.1 The OAN has made very good progress in June, with the OAN Transformation Director officially taking up his role on the 1st June, and support from the Clinical Commissioning Group (CCG) and Vanguard to loan resource into the programme to help provide temporary support.
- 3.2 The programme is currently out to advert for two key programme roles at B5 & B6, and will be asking the programme board for permission on the 28th June to appoint 3-4 key individuals into roles linked to the two sub programmes for Clinical Networks and East Reconfiguration.
- 3.3 It is expected that the June OAN Board (part three) will approve the governance model for OAN as this has been socialised with both Acute and CCG colleagues and been shaped by these discussions.
- 3.4 McKinsey have drafted the programme business case to help move the discussion with NHSI/NHS England (NHSE) on capital funding forward, and we will be looking to finalise this work over the coming two weeks.
- 3.5 With regards to managing the undertakings, Bournemouth & Poole will be meeting with the Competition and Markets Authority (CMA) on the 10th July for an initial discussion.
- 3.6 The first official "part three" programme board will be on the 28th June with some key clinical workshops being held during the following few months.
- 3.7 There are still outstanding risks regarding resource that will be escalated through System Leadership Team (SLT).

### **Integrated Community & Primary Care Services**

- 3.8 Good progress has been made in agreeing the six priority projects for the community and primary care transformation programmes and the delivery arrangements.
- 3.9 The Operational Finance and Reference Group (OFRG) have agreed the scope of the task and finish piece of work to agree the net resource available over the next five years which can be released into services (in line with the

new model of care) in primary and community care setting, from the secondary care setting/acute configuration programme.

- 3.10 Work is also progressing on the capital feasibility studies for community hubs, which partners are engaged in, and the strategic outline cases are due to be concluded at the end of June 17.
- 3.11 Dorset Healthcare have shared a capital prioritisation for community hub which is being discussed at the July OFRG and also in the CCG ICS deep dive workshop.
- 3.12 Implementation planning has commenced to map the key timelines for change and the interdependency with acute configuration proposed changes.
- 3.13 Workforce planning is also progressing and a workshop has taken place as part of informing the CCG decision making business case for the September Governing Body.
- 3.14 The other programmes for mental health are on track, as are those for learning disabilities and community children's health service.

## **Prevention at Scale**

- 3.15 Consolidated progress and started reporting through agreed mechanisms, with :
  - PAS update to Dorset Health and Wellbeing Board (HWB) 21/6/17, and a discussion of future priorities based on case studies.
  - Joint Public Health Board 28/6/17, outlined progress and connections with Integrated Community and Primary Care Services and Digital Dorset.
  - B&P HWB Leadership session planned for 4/7/17 – to agree how Board can add value.
  - Additional programme manager and project support recruited as fixed term posts, and other resources being refocused to support the work as this becomes more clearly defined.

## **Digitally Transformed Dorset**

- 3.16 Portfolio PID near completion with refinement being carried out next week (w/c 3rd June) after update from Portfolio Director and Senior Responsible Owner.
- 3.17 System Portfolio Management Office (PMO) are currently assuring the PID's received and will be feeding back the results shortly.

- 3.18 The DTD milestone/activity plan is being completed separately to the combined OAN and ICPS Portfolios. The OAN/ICPS plan and DMBC will detail the relevant high-level information around the DTD and LWD enabler Portfolios but no detail will be provided at this stage. All relevant information is within the Digital Roadmap or PID's/plans at Portfolio and Project Level.
- 3.19 The digital team are currently working with Bournemouth University Research to map their current projects against the STP and establish where they could fit and/or potentially be used as quick wins. They are also in talks with Bournemouth University (BU) so they can release % of student's time as a resource available to be part of our project/programme team. This work has just started therefore a better progress report will be detailed next month.

## **Leading & Working Differently**

- 3.20 **Developing our Leaders:** Organisational Development (OD) Lead started in June 17. Abringer programme due to commence Summer 17. TVWLA supporting the development of a Talent Management Programme.
- 3.21 **Recruitment and Retention:** Memorandum of Understanding developed and received feedback. Health and Wellbeing development session planned for July 17.
- 3.22 **Developing our Staff:** Interviews for Apprenticeship Lead arranged for 12 July 2017.
- 3.23 **Supporting staff through change:** STP communication strategy drafted and out for review. Engagement of each STP programme commenced.
- 3.24 **Workforce planning:** First iteration of workforce transition plan is complete and co-produced with clinicians and service managers. Workforce planning event went well to inform the plan.

## **4. Items raised for discussion at SLT**

- 4.1 The following areas were raised for discussion at the System Leadership Team (SLT) in further detail

### **One Acute Network**

- 4.2 **SLT have been asked to discuss the Workforce requirement for new capabilities and significant transformational programme resource within the system.**
- 4.3 Agreement required at SLT on how transformational programme resource will be funded and shared amongst the programmes as needed.

## **Integrated Community & Primary Care Services**

- 4.4 **SLT have been asked to discuss a collective approach to double running and resource backfill.**
- 4.5 The Operational Finance Group have agreed to sponsor a task and finish piece of work to agree the net resource available over the next five years which can be released into services (in line with the new model of care) in primary and community care setting, from the secondary care setting/acute configuration programme. This will also need to quantify double running costs.
- 4.6 **SLT have been asked to discuss the potential capital investment requirements for the community hubs.**
- 4.7 It is anticipated that an item for discussion will be brought to the July SLT Board on capital prioritisation and impact on proposed changes.
- 4.8 Work is also progressing on the capital feasibility studies for community hubs, the strategic outline cases will be concluded by the end of June 17, which partners are engaged in.
- 4.9 **SLT have been asked to discuss how project support will be resourced within the localities and clusters.**

## **5. Items raised for decision at SLT**

- 5.1 The following decisions are required to progress the STP are being taken at the System Leadership Team (SLT)
- 5.2 **SLT have been asked to identify and approve the release of a dedicated resource from across system partners to support the delivery of the Leading & Working Differently strategy.**
- 5.3 This will involve using current and existing staff in addition to the posts recruited to. No backfill will be available and will therefore require commitment from system partners to the work required. The workforce deep dive took place last month and actions are being progressed.

## **6. Conclusion**

- 6.1 The Governing Body is asked to note the report.

## 7. Table of Abbreviations

DMBC	Decision Making Business Case
DTD	Digitally Transformed Dorset
ICPS	Integrated Community & Primary Care Services
LWD	Leading & Working Differently
OAN	One Acute Network
PAS	Prevention at Scale
PID	Portfolio Initiation Documents
SLT	System Leadership Team
STP	Sustainability and Transformation Plan

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