

NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
SUSTAINABILITY AND TRANSFORMATION PLAN (STP) UPDATE

Date of the meeting	20/09/2017
Author	M Gorman - PMO Assurance Lead
Sponsoring Board member	T Goodson – Chief Officer
Purpose of Report	To provide an update on progress of the STP and recent items for discussion and decision at the Senior Leadership Team (SLT).
Recommendation	The Governing Body is asked to note the report.
Stakeholder Engagement	Summarise engagement with members, clinicians, staff, patients & public.
Previous GB / Committee/s, Dates	N/A

Monitoring and Assurance Summary

This report links to the following Strategic Principles	<ul style="list-style-type: none"> • Services designed around people • Preventing ill health and reducing inequalities • Sustainable healthcare services • Care closer to home 		
	Yes	Any action required?	
		Yes Detail in report	No
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	✓		✓
I confirm that I have considered the implications of this report on each of the matters above, as indicated	✓		

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. Report

Portfolio Summary

Programme	On track for delivery (Work started)
One Acute Network of Services	Yellow
Integrated Community & Primary Care Services	Yellow
Prevention at Scale	Yellow
Digitally Transformed Dorset	Green
Leading & Working Differently	Yellow

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

- 2.1 Currently the STP Portfolios are creating detailed delivery plans and beginning production of the Strategic Outline Case (SOC) for the priority areas of work. It is estimated that the SOC's will be completed by the end of Q3 17/18.
- 2.2 Focus currently, is centred around the Governing Body Decision for the CSR which will enable detailed planning to commence regarding the specific options.
- 2.3 Prevention at Scale (PAS) are still developing their PIDs and, although nearing completion, they have not been submitted for sign off but do have some areas of work starting, resulting in their delivery status as amber. There are also several priority programmes of work have agreed start dates within the ICPS, OAN and DTD Portfolio's.
- 2.4 A Risk Management and Escalation Workshop has been planned in with portfolio teams on 05 October 2017 to provide training around best practice methods and to ensure consistency in approach to risk management.
- 2.5 Currently the Portfolio's within the STP have identified and are managing 31 risks, of these risks, 13 (42%) have been categorised as Major (Red) Risks.
- 2.6 Further to the Major risks identified, 15 (48%) have been categorised as significant (Amber) Details of all the identified risks can be found in below.

3. Portfolio Progress

One Acute Network

- 3.1 The Clinical approach to service development will be defined and agreed by 13th of September. With clinicians updated and informed across both sites at Clinical roadshows late September and early October. Workshops have been timetabled from September for phase one Clinical services workstreams and design.
- 3.2 ITT (Invitation to Tender) approved from OAN board on 25.08.17 to support with the work around the CMA (Competition and Markets Authority). This has now been issued to market, we are expecting to take papers to each trust board in September for approval to award the ITT.
- 3.3 The OAN board approved external support to develop the first draft OBC (Outline Business Case) by December 17.
- 3.4 Recruitment continues for the OAN team, additional programme support is now in place, with additional roles advertised.
- 3.5 Work is ongoing with COOs (Chief Operating Officer) for Clinical and Managerial leads to drive the workstreams forward.
- 3.6 The OAN programme held its second “part 3” board meeting for the East Reconfiguration. The meeting was extremely positive with good feedback from all parties.
- 3.7 In the meantime, need to maintain the pace of the OAN programme.
- 3.8 By continuing to work together we’ll be ‘ready to roll’ once CSR (Clinical Services Review) decision is taken.
- 3.9 We have also asked the Directors of Finance to discuss OAN funding in 2017/18 with the CCG and other system partners.

Integrated Community & Primary Care Services

- 3.10 Management and clinical leads have been identified for each of the six priority projects for the community and primary care transformation programmes , action and milestone plans are now being developed.
- 3.11 A further implementation planning workshop has been undertaken and the high level implementation plan refreshed to reflect changes to some of the recommendations to the CCG Governing Body on the 20th September, and also updates over the last few months. A further workshop between One Acute Network and the ICPS portfolio is planned for the end of October, to refresh the joint plan and to align interdependencies.
- 3.12 Workforce planning in primary care has had a particular focus over the last couple of months, with support from the CCG workforce team to map existing

PC workforce in localities, this will feed into the cross organisational workforce planning in each locality.

- 3.13 Two Better Care Fund plans are being developed for the West HWB area and the Bournemouth and Poole HWB area, schemes within these plans are being aligned with the STP transformation areas and supporting portfolio's, submission of these plans is the 11th September.
- 3.14 A refresh of the national capital submission for community hubs is being completed by Dorset Healthcare.
- 3.15 The primary care transformation work streams continue to be refined and implemented, and particular reference is made in the STP major discussion section of the report on the accelerated programme for improving access to general practice.
- 3.16 The Portfolio Board have agreed a forward plan where each programme within the portfolio will have a spotlight/deep dive on progress, risks and issues. The August meeting included a review of the objectives for the ACS (Accountable Care System) MOU (Memorandum of Understanding), and programme updates and progress on; primary care, children community health services review, ICS – complex patients and enhanced care in care homes, sustainable care markets in the Dorset HWB area, and an updated mapping of the current development

Prevention at Scale

- 3.17 Paper going to the next Health and Wellbeing Boards to highlight the clear linkages and interdependencies between Prevention at Scale and Locality Primary Care transformation plans and what needs to happen to make that a reality.
- 3.18 **Documentation:** the various pieces of work are in their final stages and formal sign off will be completed on both the programme and workstream PIDs in September.
- 3.19 **Extending understanding:** positive and informative sessions have been had at both the H&WB (Health and Wellbeing) boards and the JPHB – a session on workforce is planned for the September JPHB and on starting well for the Dorset H&WB board in September.
- 3.20 **Integration with other workstreams:** recognising the commitment that PAS was not an isolated programme of work we have a session on the Dorset H&WB board in September to look at how the ICPCS (Integrated Community and Primary Care Services) and PAS can best work together at a locality level.
- 3.21 **ACCs;** akin to the discussion above PAS workplans have been introduced to both western and eastern groups with a view to better integration.
- 3.22 **Funding:** we have recently been informed that Dorset is the recipient of a £650k grant to support activity in older adults. There are other grants from

external sources that exist e.g. funding for young people's emotional health and wellbeing – these need to be deployed as soon as practical to support the work.

- 3.23 **Digital support to PAS:** Exploration of various approaches to greater use of digital technology are under way.

Digitally Transformed Dorset

- 3.24 A number of positive steps forward this month;
- 3.25 Gary Jordan has stepped into an Acting role to lead the Enabling Technologies programme of work, and is taking the great work started by Nick Jenvey to the next level.
- 3.26 Dean Feegrade has started his work on the Continuing Operations programme to complete a feasibility study on transforming the IT service desk function.
- 3.27 The proposal for the new Digital organisation for Dorset has taken great steps forward, and our next IT management engagement session is due on the 7th September.
- 3.28 We have recruited a project manager to the Intelligent Working programme and added the Head of Digital for NHS Wessex as a project manager/architect to our Independent Self Care programme.
- 3.29 We are talking to the National CIO (Chief Information Officer) for the NHS (Will Smart) about licencing, place-based exemplars and the plans we have to make Dorset a national leader for Digital.
- 3.30 We are continuing our work with Bournemouth University to get project support for our Portfolio. In addition, we are discussing with them the potential to work with another local company to develop some Virtual Reality products. BU (Bournemouth University) are the world number two University for Virtual Reality development.
- 3.31 Not everything is running smoothly. We are continuing to experience a two-month delay in the delivery of the DCR (Dorset Care Record). We made some errors with the estimations on time required to deliver some of the early steps. From this we have learnt and will challenge the times proposed by the supplier. In addition, individual Trust development priorities are still impacting our ability to meet the development challenges for the DCR. We are working to address this.
- 3.32 The full business case for a Digital Shared Service is due to go the Vanguard Board and DIG (Dorset Informatics Group) for approval in September. This will see a fundamental shift in the way we deliver digital services and support as a system.
- 3.33 Public Wi-Fi in surgeries will be in place before Christmas.

- 3.34 Issues created by Microsoft impacts on the ability to align Office 365 and SharePoint across system partners. We have escalated this nationally and are working towards a resolution.
- 3.35 We are also grappling with the opportunities around bed management systems and how we have one approach for Dorset that integrates community, social care, and the acute to deal with winter pressures. This looks to be a £1m investment which would benefit all.

Leading & Working Differently

- 3.36 With the workforce capacity and capability plan (WCCP) first iteration completed, a refresh of Portfolio PIDs is underway to simplify and make the work stream programmes more visible via “PIDs on pages”
- 3.37 DWAB (Dorset Workforce Action Board) terms and membership being revised to reflect the transition from engagement to delivery phases; membership being refined to link work stream and STP portfolio leadership.
- 3.38 LWD Investment governance in place with DCH (Dorset County Hospital) finances team; ongoing issue to manage any unallocated funds across financial year ends.
- 3.39 Primary Care Workforce Centre launches revised website to expand its support to resource and develop local healthcare workforce – model offers transferability to other aspects of STP delivery - <http://primarycaredorset.co.uk/>
- 3.40 LWD and BSS (Business Support Services) work streams agreed to continue to collaborate on common areas (recruitment, workforce planning) but remain independent deliverables for the STP and Vanguard delivery purposes.
- 3.41 Links with portfolio programmes are being strengthened – LWD attending Joint Public Health Board (25/9) and reciprocal priority planning in place for DWAB (7/9)

West Accountable Care System

- 3.42 Project leads for the 6 ICPCS work streams have been identified - managerial leads from within the trusts (DCH,DHC, and LA), a primary care lead and secondary care lead where appropriate.
- 3.43 Resourcing gaps are being identified (Project manager)
- 3.44 Work identified to review common approach to out of hospital assessments for care - next meeting.
- 3.45 Collective financial risk of not delivering care out of hospital (and the impact) to be understood - ask OFRG (Operations Finance Reference Group) to work with the ACS west to understand this.

East Accountable Care System

- 3.46 The second East ACS meeting was held on the 3rd August.
- 3.47 At this meeting the management leads for each project work stream were agreed and clinical leads will be confirmed at the next meeting.
- 3.48 Furthermore, project resource has been identified from each of the management leads and will be further strengthened as projects progress.
- 3.49 The next East ACS meeting will identify the work that underpins each project, it will also identify gaps and provide an opportunity to test the milestones.
- 3.50 It was agreed that the focus of the group will capture the programme in its entirety i.e. ICPCS Pillars, Mental Health ACP (Acute Care Pathway), Learning Disabilities, Children's Services and Transport.

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:

Integrated Community & Primary Care Services

- 4.2 **SLT have been asked to discuss The National Accountable Care System work stream for primary care that has just been initiated with a first meeting held in August.**
- 4.3 This has resulted in the Dorset system engaging in discussions about a number of national work streams e.g; enhancing care in care homes; personalised care, primary care home.
- 4.4 **SLT have been asked to discuss improving access to general practice.**
- 4.5 The CCG have just launched the process to secure local GP providers, who have been encouraged to work with partners, to respond to EOI (expressions of interest) for the accelerated programme to improve access to general practice. The timeline for EOI is midday 31st August and business cases by midday 29th September 17.

Digitally Transformed Dorset

- 4.6 **SLT have been asked to discuss information requirements of One Acute, Prevention at Scale and ICPCS need to be co-ordinated to enable resource management and a co-ordinated approach.**

Leading and Working Differently

- 4.7 **SLT have been asked to discuss resource allocation and commitment to support the delivery of the Leading & Working Differently strategy.**
- 4.8 Discussions at IPG (Implementation and Planning Group) have secured agreement to revise the membership of DWAB to enable DWAB work streams

and STP portfolios to steer workforce development resources against the relative priorities and implementation timetables for the STP.

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)

One Acute Network

- 5.2 **SLT have been asked to decide on funding support in 2017/18 required through the ACS transformation funds.**
- 5.3 DoFs will be discussing with Stuart Hunter to agree the approach and whether this comes through the newly created investment board. A decision on funding is key to progressing the CSR, as external support will be required for OBC and CMA steps.
- 5.4 **SLT have been asked to decide on guidance and support required from HR colleagues in both recruiting into the OAN team, and latterly with workforce planning.**
- 5.5 Escalated to Charles Summers and the HRDs (Human Resource Directors) who will be discussing at DWAB and seeking an approach that can support all the portfolios as they recruit to new roles – possibly through a business partnering approach, but other options being explored.

Portfolio Management Office

- 5.6 **SLT have been asked to review and agree the following risk and assign a risk owner to be accountable for mitigation and updates on progress:**
- 5.7 There is a risk that internal and external audiences and stakeholders are not aware of the Sustainability and Transformation Plan (STP) vision or its transformational programmes. Key audiences do not have good information to know what is happening and when, lacking adequate opportunity to shape the detail of our transformational programmes. The public and staff particularly do not feel informed and lack confidence about the future sustainability of services in Dorset.

6. Finance Update

- 6.1 Work has commenced to review the STP submission made in October 2016, including reviewing the solutions for closing the financial gap and how current programmes of work, including schemes have progressed since this point. This will include the modelling work undertaken for ICPS, collaborative agreement actions to manage demand to 2016/17 outturn levels and current performance on delivery of both provider cost improvement plans and CCG QIPP.
- 6.2 In respect of modelling changes for ICPS specifically a presentation has been shared with the Operations and Finance Reference Group at the August 2017

meeting with some high level valuations so not a detailed analysis linked to opportunity costs, with particular reference to:

- Shaftesbury/Westminster Memorial being deferred/delayed
- Inclusion of a site at Bournemouth for a hub
- Delays to implementation of Weymouth hub

6.3 Work is underway between the Portfolios, the PMO, Finance and Business Intelligence teams to develop structured performance reporting. This will help demonstrate progress against delivering the three Gaps and identify performance against objectives, benefits and deliverables for each Portfolio. Currently requirements are being gathered to determine scope of reporting.

7. Conclusion

7.1 The Governing Body is asked to **note** the report.

8. Table of Abbreviations

ACP	Acute Care Pathway
ACS	Accountable Care System
BSS	Business Support Services
BU	Bournemouth University
CIO	Chief Information Officer
CMA	Competition and Markets Authority
COO	Chief Operating Officer
CSR	Clinical Services Review
DCH	Dorset County Hospital
DCR	Dorset Care Record
DIG	Dorset Informatics Group
DMBC	Decision Making Business Case
DTD	Digitally Transformed Dorset
DWAB	Dorset Workforce Action Board
EOI	Expressions of interest
HRD	Human Resource Directors
ICPCS	Integrated Community and Primary Care Services
IPG	Implementation and Planning Group
LWD	Leading & Working Differently
MOU	Memorandum of Understanding
OAN	One Acute Network
OBC	Outline Business Case
OFRG	Operations Finance Reference Group
ORS	Opinion Research Services
PAS	Prevention at Scale
PBC	Programme Business Case
PID	Portfolio Initiation Documents
SLT	System Leadership Team
STP	Sustainability and Transformation Plan
WCCP	Workforce capacity and capability plan

Author's name and Title: M Gorman, PMO Assurance Lead
Date: 07/09/2017
Telephone Number: 07989171249