



**Dorset
Clinical Commissioning Group**

**NHS Dorset Clinical Commissioning Group
Transformation Dashboard -
December 2016**

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Data source: Heads of Service & Programme Leads

Date published: 1st January 2017

PROGRAMME	PROJECT/ROLE	MILESTONE(S)	MILESTONE DATE	SRO (executive)	RAG	UPDATE/MITIGATION	STATUS SINCE LAST REPORT
Transformation Programme	Prioritisation	SLT Governance and Our Dorset wide implementation planning	Nov 16	Phil Richardson	Red	<p>The current implementation plan post consultation is due for the end of May 2017. Whilst significant progress was made in December in playing catch up to the milestones delivery required to deliver this plan, we are still behind the planning timelines; hence the status is still red. The causes of this status position will change once the mitigation of the key risks and issues have been enacted. Much progress was made in December in addressing these <u>STP & DMBC Planning update key risks and issues</u></p> <ul style="list-style-type: none"> • STP Operational plans for years 1 & 2 are high level and detail of benefits realisation lacking in detail to map and report on benefits and closing the three gaps. <ul style="list-style-type: none"> ○ Actions: A review of all current STP operational plans is being undertaken with a view to determining the benefits realisation and prioritisation, this using the new CCG prioritisation model. This work is being led by Transformation design team with support of the PMO. • Major risk to delivering DMBC implementation plan on time which in turns places CCG at risk from delayed DMBC GB decision due to lack of current leadership in key work streams. <ul style="list-style-type: none"> ○ Actions: The leadership of all 5 portfolios, plus the 2 ACP design programmes have been appointed. There currently is still the outstanding appointment of the Portfolio Director for One Acute Network outstanding this presenting a major risk – the expectation that this role will be filled by the end of Jan 2017 by the SRO. • Major risk in the One Acute network programme leadership not appointed in particular the Acute Portfolio Director the appointment of such would allow the strategic development with providers of an implementation plan. <ul style="list-style-type: none"> ○ Action: Still outstanding – see above for mitigation re this position. In the meantime, we have developed a plan to use the current Acute Transformation Board as the Shadow One Acute Network Board led by Mike Wood in the absentia of a Portfolio Director. • Aligned to the above risk strategic priorities beyond the STP 1 & 2 plans no strategic priorities or PIDs have been developed for years 3, 4, 5. <ul style="list-style-type: none"> ○ Action: The appointment of the Portfolio Directors and the support of the transformation design team in producing the plans and business cases will mitigate this risk and put us in a position to delivery an implementation plan by June 2017. <p>We asked the SLT to do the following in December 2016. <u>Decisions required by SLT to mitigate risks and put us back on track</u></p> <ul style="list-style-type: none"> • Appoint SRO and Portfolio Director to One Acute Network. – Action outstanding- see above • The potential to use the Acute Services Transformation Group to operate as One Acute network board in shadow mode to kick start the process – Agreed • Ratify the interim appointments to Portfolio Director roles to enable implementation planning in earnest to start to meet implementation planning timescales – Agreed with the exception of Acute. • Agree alignment of resource from Transformation Design team to portfolios to support initiation stage – Agreed • Agree for the Portfolio Office and Transformation Design team to review years 1&2 STP Operational plans with a view to developing a full operational plan, key milestones and benefits map and commence reporting in January 2017. - Agreed • Agree to review high level priorities developed by Portfolio Directors at the January 2017 meeting – Agreed <p>One further point is that all CCG current project activity will now be subject to a review using the new prioritisation tool with a view to presenting CCG Directors with a review of current activities v STP priorities and organisational objectives. This planned for completion in Feb 2017.</p>	↔

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Transformation Programme	Acute Reconfiguration	Acute reconfiguration and links to Acute Vanguard	On going	Mike Wood	Amber	<p>The acute configuration consultation commenced on 1.12.16 to that end the process has reached a major milestone in the programme plan. However, the programme has stalled in the area of developing the transformation implementation plan required by the end of June 2017 for the DMBC. This wholly down to the delay in appointments within the STP process at both SRO and Portfolio leadership levels. To that end at the SLT meeting in December 2016 the CCG will propose the following actions to mitigate the risk of inactivity in this key implementation planning area:</p> <ul style="list-style-type: none"> • Major risk in the One Acute network programme leadership not appointed in particular the Acute Portfolio Director the appointment of such would allow the strategic development with providers of an implementation plan. <ul style="list-style-type: none"> ○ Action: Still outstanding – see above for mitigation re this position. In the meantime, we have developed a plan to use the current Acute Transformation Board as the Shadow One Acute Network Board led by Mike Wood in the absentia of a Portfolio Director. <p>We asked the SLT to do the following in December 2016 <u>Decisions required by SLT to mitigate risks and put us back on track</u></p> <ul style="list-style-type: none"> • Appoint SRO and Portfolio Director to One Acute Network. – Action outstanding- see above • The potential to use the Acute Services Transformation Group to operate as One Acute network board in shadow mode to kick start the process – Agreed • Ratify the interim appointments to Portfolio Director roles to enable implementation planning in earnest to start to meet implementation planning timescales – Agreed with the exception of Acute. • Agree alignment of resource from Transformation Design team to portfolios to support initiation stage – Agreed • Agree for the Portfolio Office and Transformation Design team to review years 1&2 STP Operational plans with a view to developing a full operational plan, key milestones and benefits map and commence reporting in January 2017. - Agreed • Agree to review high level priorities developed by Portfolio Directors at the January 2017 meeting – Agreed 	↓

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Transformation Programme	Links with Acute Vanguard				Amber	<ul style="list-style-type: none"> • NCMT funding application for 2017/18 submitted • Met with NCMT Head of Acute Care Collaboration programme • Regional teams now more involved in national care models team and new account manager identified as day to day contact • Dorset STP agreed as an Early Adopter Better Births to test a range of new and innovative ways of working to transform maternity services • Check and Challenge event held for Business Support Services and workshops arranged to develop the right model for each specific service • Attended NCMT Harnessing Technology Event • Attended Leadership Development event with Professor Don Berwick • Piloting Future NHS Collaboration Platform which will aid information sharing across trusts 	↔

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Transformation Programme	Communication and Engagement	Completion of Public Consultation	01-Dec-16	Charles Summers	Amber	<ul style="list-style-type: none"> • The Clinical Services Review consultation was launched 1st December • 2 Informed audience events with 200 representatives from local groups and organisations across both events <ul style="list-style-type: none"> ○ The Hamworthy Club, Hamworthy ○ The Dorford Centre, Dorchester • 75,000 Consultation documents produced • 20,000 Consultation documents distributed across Dorset so far • 3 Staff core messaging sessions at Vespasian and Canford with 46 people attending across all sessions • 4 Provider Trusts holding staff briefings (Royal Bournemouth, Poole Hospital, Dorset County and Dorset HealthCare) • 60+ Press interactions Including articles, TV interviews and radio • 5 Drop in events <ul style="list-style-type: none"> ○ Poole Old Town Community Centre ○ Digby Hall, Sherborne ○ Weymouth Pavilion, Weymouth ○ Wareham Rugby Club, Wareham ○ Bournemouth Library, Bournemouth • 160+ Enquiries Including letters, emails, telephone calls and through social media • 5 Focus groups conducted by ORS (10-12 people per group in West Dorset, Weymouth & Portland, East Dorset, North Dorset and Purbeck) • 16,500+ Webpage views on Dorset's Vision • 886 Completed questionnaires returned to ORS <ul style="list-style-type: none"> ○ 282 paper responses ○ 604 online responses 	↔

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Transformation Programme	Sustainability and Transformation Plan Designed Document	Submission to NHS England	24-nov-16	Phil Richardson	Green	Draft operational plans for 2017/18 and 2018/19 were submitted to NHS England on 24 November and feedback was received in December. The response from NHSE was positive and supportive of our plans, however it stressed the need to provide more detailed delivery plans moving forward. Teams are working towards producing detailed delivery plans for April/May 17.	↔
Transformation Programme	Digitally Enabled Dorset	Digital Roadmap - detailed plan submission	31-Oct-16	Phil Richardson	Green	17 NHSE PIDs were produced for the LDR. these have been summarised into a single Digital PID which will accompany both the STP and LDR submissions. The LDR document was submitted on the 31 st October.	↔
Transformation Programme	Digitally Enabled Dorset	Dorset Care Record - procurement	Apr-17	Phil Richardson	Green	Contract has been awarded and project has entered the design phase, now working through procurement details, aiming for implementation date April 2017 A decision went to DCC Cabinet on 14 Dec 2017 to give DCC Chief Exec delegated authority to award the Dorset Care Record Implementation Call Down Contract	↔
Transformation Programme	Innovation	Game Changer Reloaded	16-nov-16	Phil Richardson	Green	Game Changer Reloaded delivered as planned – 85% turnout. Strong social media coverage and post event article via Silicon South. Working in liaison with Comms to manage official event video and Vlog. Following up collaboration opportunities; potential steering group between BU & CCG to identify key areas; following up multiple contacts; post event assessment due with Festival of Enterprise steering group; Open dialogue with Professor John Fletcher, Pro Vice Chancellor of Research & Innovation – 2 x forums in development; managing 3rd party interest in VR clinical trials; exploring outcomes of Session 2 re. funding opportunities	↔
Transformation Programme	Prioritisation	Development of the PMO Project Prioritisation process	21-Oct-16	Phil Richardson	Green	Prioritisation Tool has been consulted on with key system stakeholders, in 4 key areas; finance, quality, Risk and Health & Wellbeing outcomes. Now ready to begin running current projects/initiatives through the tool to identify the key pieces of work, report will be produced with outcomes of exercise.	↔
Transformation Programme	Clinical Working Groups	Delivery of CWG 13	23-Nov-16	Phil Richardson	Green	CWG produced recommended clinical areas for further progression. These were subsequently recommended by the Clinical Reference Groups. Work will look to start early in the new year with Task and Finish Groups.	↔
Transformation Programme	Mental Health Acute Care Pathway	Stage II NHSE assurance	09-Jan-17	Mike Wood	Green	Awaiting results of stage II assurance, prior to moving forward with consultation provisionally scheduled for 26-Jan-17	↔

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Transformation Programme	Benefits Management and Realisation Framework	Approval of PID	(CRG Date)	Phil Richardson	Green	Scope widened to incorporate framework for STP, PID being refined to reflect this	↔
Assurance	Decision Making Business Case	Agreement of Plan	TBC	Phil Richardson	Green	DMBC Production Timeline in the process of being finalised in line with overarching transformation programme timeline	↔
Assurance	NHSE Stage II assurance and Investment Committee	Successful completion of NHSE Stage II and IC	31-Aug-16	Phil Richardson	Green	Assurance NHSE stage II and IC approval to proceed to consultation received. Two IC caveats: <ul style="list-style-type: none"> • Work to close the system stretch savings target, being progressed through the operating plans for 17/18 & 18/19 • Evidence that the scale of additional savings assumed to be released through the reconfiguration is reasonable and/or understated has been obtained through McKinsey's 	↔
Assurance	NHS Improvement - CMA	Informal meeting with CMA	Q4 2017	Phil Richardson	Green	CCG only meeting with CMA agreed, Provisional agenda set, meeting date scheduled for 31 st January 2017	↔