

**NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
TRANSFORMATION UPDATE**

Date of the meeting	20/01/2016
Author	F Brooks, Head of Programme Management Office
Sponsoring GB member	T Goodson, Chief Officer
Purpose of Report	To provide an update on the transformation programme.
Recommendation	The Governing Body is asked to note the report.
Stakeholder Engagement	Stakeholder engagement with members, clinicians, staff, patients and public is ongoing throughout the review.
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 [e.g. ✓]	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 : FB

1. Introduction

- 1.1 The report provides an update on the Transformation Programme work that is underway demonstrating progress against milestones and status through the Programme Dashboard. It also provides an update on projects and priorities from the Clinical Delivery Groups (CDGs).

2. Report

- 2.1 The table below provides an overview of progress against key milestones.

Table 1: Progress against milestones

Milestone	Timeline	Comment	RAG rating
Clinical Senate Recommendations Response	19 January 2016	Drafting of response letter using information collated to commence 04 January	Yellow
Identification of Option 2	1 st February 2016	CWG 7 arranged for 20 January in order to help inform this process	Yellow
Pre Consultation Business Case	01 February 2016	Gap analysis being undertaken and work plan developed	Red
Royal College Review	29 February 2016	Completed visits to hospitals and reviewing information and proposed models of care ready to produce a preliminary report for the next CWG	Green
Preferred options for models of care (Acute & ICS) GB Decision	16 March 2016	Decision due in March on a preferred option to take to consultation. Option 2 still under development	Yellow
Dorset (Local) Vanguard	01 April 2016	Formal contracts being produced and developing work plans	Green
Development of proposals for Integrated Community Services	31 May 2016	Work underway for ICS development. Project plan created and seen by clinical senate	Yellow
NHS England Stage II Assurance	30 June 2016	Update of information for 4 key tests commenced. Will be dependent on the Senate and other milestones meeting timescales	Yellow
Public Consultation	Mid-Late 2016	Subject to providing level of detail required in PCBC and passing relevant assurance	Yellow

Key: milestone target	
Likely to miss target	Red
Potential to miss target	Yellow
On schedule to meet target	Green

Transformation Programme Dashboard

- 2.2 The Transformation Programme Dashboard, seen at **Appendix 1**, shows workstreams with associated activity and RAG status against timescales for delivery. An overview of work in progress and mitigating actions can be seen below.

Integrated Community Services

- 2.3 The Dorset (local) Vanguard programmes are preparing detailed project plans and will be exchanging ideas and working closely with the CDGs in order that their progress is fed into the Integrated Community Services and Acute Services Transformation Programme Groups.
- 2.4 The development of integrated community services modelling is currently given as amber. This activity as per the current programme plan is due May 2016 but there are concerns due to the extent of work required.
- 2.5 *Mitigating actions:* Business case for support has now been approved. Work under way to obtain external support in order to progress with actions. Likely to be in place end of January. Project plans with milestones have been established.

Acute Reconfiguration

- 2.6 Progress has been made with the development of different options for how to configure services across the acute hospital trusts. Meetings were held with members of the hospital trusts and the CCG in November to discuss options available and whether each of these were clinically viable and sustainable. This work will be discussed at Clinical Working Group 7 on 20 January 2016 in order to provide a clinical recommendation on the options available.

Transformation

- 2.7 Strategic Prioritisation is currently given as amber.
Mitigating actions: phasing of the priorities by each CDG is being developed. Governance decision making and monitoring definition and process also to be developed in order to support this. All priorities to be mapped to the national priorities.
- 2.8 Benefits management and realisation framework is currently given as amber.
Mitigating actions: Heads of Service have been invited to provide an overview of speciality areas which will be followed up by a workshop at the beginning of February 2016.

Finance

- 2.9 Capita Report is currently showing as amber. Questions still remain around the capital available in order to deliver reconfiguration options.

Workforce

- 2.10 A Dorset Workforce Plan is being developed covering the health, primary care and social care workforce. The plan will seek to provide a workforce model for each area of priority and make a series of recommendations to ensure the future sustainability of the workforce, taking account of national and local evidence and best practice.

2.11 Progress to date includes:

- Agreement by the Workforce Reference Group on the content and scope of the workforce plan and supporting delivery plan
- Analysis of the baseline workforce data against national guidelines and best practice
- Agreement on the workforce register.

2.12 Next steps are:

- The development of a delivery plan in response to the Workforce Plan recommendations which is likely to include the requirement of a Dorset, health, primary care and social care, Recruitment and Retention Plan and Education and Training Plan.
- A risk register will be running to identify workforce risks and consider any mitigating actions.
- The PCBC will be updated with the executive summary and recommendations identified as a result of the Workforce Plan and covering both the health, primary care and social care workforce.

Engagement and Communications

2.13 We are continuing to undertake ongoing collaboration with our human resource, workforce and communications and Engagement colleagues across providers and local authorities to prepare and disseminate briefings to enable delivery of clear and consistent messages to their staff and the public.

2.14 We have, amongst other things, developed Pen Portraits, coordinated a robust staff training programme which is underway, produced an animation telling the story of CSR to date and next steps and undertaken an update leaflet for stakeholders focused on the Dorset Vanguard.

Technology Enablement

2.15 Technology review/digital status is currently showing as amber.
Mitigating actions: Five Year Forward View and roadmap is on schedule. Collaboration is established at CIO and potentially CCIO level with partners. Technology dependencies are still being discovered across the programme, hence overall status remains amber.

Delivery Plan Reporting

2.16 Functionality for reporting on Delivery Plan priorities is in the process of transferring from the Business Intelligence Team to the PMO. Work is underway to produce new reporting templates and processes in order to facilitate smooth, once only reporting. This will be in place ready for reports required in February 2016.

- 2.17 An update on current Delivery Plan priorities can be seen at **Appendix 2**. This gives an update on current progress to date. New templates being developed will provide a RAG against each priority/project and mitigating actions for those showing as amber or red in addition to the information seen in this submission.

3. Conclusion

- 3.1 The Governing Body is asked to note the progress on the review.

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APPENDICES	
Appendix 1	Transformation Programme Dashboard
Appendix 2	Delivery Plan Report