

**NHS DORSET CLINICAL COMMISSIONING GROUP**  
**GOVERNING BODY MEETING**  
**BETTER TOGETHER PROGRAMME UPDATE**

<b>Date of the meeting</b>	18/03/2015
<b>Author</b>	S Sandcraft - Deputy Director review, Design and Delivery (East)
<b>Sponsoring Clinician</b>	Dr C McCall - GP Locality Lead Poole North
<b>Purpose of Report</b>	The report provides an overview of the status of the Better Together programme and an update on the better care fund submission.
<b>Recommendation</b>	The Governing Body is asked to <b>note</b> the report.
<b>Stakeholder Engagement</b>	Stakeholder engagement is an integral part of each of the Better Together workstreams.
<b>Previous GB / Committee/s, Dates</b>	Previous update contained in the last Chief Officer's update.

**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> [e.g. ✓]	<b>Any action required?</b>	
		<b>Yes</b> Detail in report	<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 : SSa

## 1. Introduction

- 1.1 The Better Together programme (BTG), which the CCG is part, seeks to deliver whole system approaches for adult care and health, cost reductions for partners, improved health and social care outcomes for residents and greater personalised support for individuals and their families, in particular frail older people and people with long term conditions.
- 1.2 There is a wide range of change activity occurring across the Dorset, Bournemouth and Poole health and social care system which includes:
  - Better Together Programme;
  - Urgent Care - focused on developing a strategic direction for urgent care services;
  - Clinical Services review – focus on developing a blue print for secondary health- care services taking account of care closer to home;
  - Individual Local Authority organisation change programmes – Pathways to independence (DCC), Core Services Review (BBC), Medium-term Financial Plan (BoP).
- 1.3 Many of these initiatives will impact each other, either providing leverage and support or in some cases, creating tension. A whole BTG programme highlight report is available in Appendix 1.
- 1.4 An active Sponsor Board provides a leadership structure for the three main programmes set out in paragraph 1.2, with a mechanism to provide a whole view of progress, issues and resolution proposals and a reporting structure that delivers and amalgamates the work to provide a holistic view. This is particularly important in meeting the performance requirement of the Better Care Fund.

## 2 The Better Care Fund plan

- 2.1 On the 19 September 2014 the Dorset, Bournemouth and Poole Health and Wellbeing Boards submitted to NHS England, a revised Better Care Fund (BCF) plan. There were a number of discussions with key stakeholders since the presentation of the plan on the 10 September to agree the metric values and the mitigation measures, most notable is the context of higher than expected levels of emergency admissions during the summer period in 2014.

### Measuring the impact

- 2.2 The reductions in unplanned admissions (a target measure of at least 3.5% from the level that would otherwise have been anticipated in 2015/16), is now be the sole indicator underpinning the pay for performance element of the BCF. Performance against other BCF metrics will no longer be linked to payment although evidence of strong local ambition against them will be included in the assurance process of plans.
- 2.3 Three cluster groups of the Systems Resilience Group (previously Urgent Care Board) are established around the three main acute trusts, which include key partners across health and social care.

# 10.3

2.4 The cluster groups have identified opportunities and actions to address emergency pressures across the system, focusing on the high impact changes outlined in the Better Care Fund plan and Urgent Care Strategy. These groups are in their infancy and have all now had their first few meetings. Dashboards and performance measures are in the process of being agreed and will be linked to the high impact changes and KPIs within existing plans.

## 3 BCF Plan assurance and sign off

3.1 The National Consistent Assurance Review (NCAR) and the results of the assurance check points have together been used to establish whether to approve each plan. There are four categories:

1. Approved
2. Approved with support
3. Approved with conditions
4. Not approved

3.2 The CCG and partners have now had formal confirmation that the BCF plan has been approved. Work is underway to develop and agree the supporting section 75 agreement.

## 4 Conclusion

4.1 The report provides an update on the BTG programme and the Better Care fund plan. The current BTG projects progress is rated amber or green.

4.2 The Better Care Fund submission has been approved by the national team.

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**Date : 19/02/15**

**Telephone Number : 01202 541468**

<b>APPENDICES</b>	
<b>Appendix 1</b>	<b>Better Together Whole Programme Highlight Report</b>



## Better Together Whole Programme Highlight Report

### Appendix 1

Current Reporting Period :	22 January 2015-17 February 2015	Next Reporting Period :	18 February 2015- 23 March 2015
Project Name	Executive Summary of progress since last report		
Shared Information & Communication Technology Project Board	<p><b>Dorset Shared Record</b></p> <ul style="list-style-type: none"> <li>• Outcome of the bid still awaited and is believed to be with the Treasury for decision.</li> <li>• Working group met to consider alternative options should bid not be successful</li> <li>• Specification paper to go to Steering group to commence requirements work</li> </ul> <p><b>Information governance</b></p> <ul style="list-style-type: none"> <li>• Draft charter to replace OAISP to be reviewed by members of the Better Together programme Board</li> <li>• Documents and governance structure proposed</li> <li>• Toolkit outline proposed for review</li> <li>• Communication presentation being piloted to raise awareness and gain feedback on training and communication needs</li> <li>• Centre of Excellence for Information Sharing to prepare proposal to deliver engagement workshops around cultural change</li> </ul> <p><b>Business processes</b></p> <ul style="list-style-type: none"> <li>• Common terminology agreement and data agreement in progress</li> <li>• Workshop arranged to look at common data sets and a portability agreement</li> <li>• Change management process in final draft</li> </ul>		
Project Lead			
David Vitty / Helen Cheleda			
Project Sponsor			
David Vitty			
Status	Planned progress next reporting period		

Previous	Current	
		<p>Dorset shared record</p> <ul style="list-style-type: none"><li>• Initiate specification and requirements work</li><li>• Develop and cost alternative options</li><li>○ Explore engagement with technology suppliers</li></ul> <p>Business process</p> <ul style="list-style-type: none"><li>• Develop a common data set for assessments</li><li>• Develop a portability agreement between LAs</li><li>• Finalise common terminology and dictionary agreement</li></ul> <p>Information governance</p> <ul style="list-style-type: none"><li>• Agree new information sharing charter</li><li>• Approve governance structure</li><li>• Agree and develop toolkit outline documents</li></ul>

<b>Current Reporting Period :</b>	22 January 2015-17 February 2015	<b>Next Reporting Period :</b>	18 February 2015- 23 March 2015
		<ul style="list-style-type: none"> <li>• Continue with communication pilot work</li> <li>• Centre for Excellence to deliver workshops</li> <li>• Prepare stand for Members Event to highlight IG progress</li> <li>• Engage with Localities cluster meeting around IG</li> </ul>	

<b>Project Name</b>	<b>Executive Summary of progress since last report</b>		
Joint Commissioning Board	<ul style="list-style-type: none"> <li>• Joint Commissioning Board and JCOG Terms of Reference agreed</li> <li>• Better Care Fund schemes - leads working on completion of schedules for</li> <li>• Section 75 agreements</li> <li>• Representative to attend BCF National support Leadership workshop</li> <li>• Permanent support for JCB / BCF agreed by Sponsor Board (2 posts) and</li> <li>• short term support for BCF work for Section 75 agreements</li> <li>• Work continues on Pan Dorset Market Position Statement</li> <li>• Domiciliary Care – project group identified and work commenced</li> <li>• IPC Review meeting held to consider future support requirements – agreed by JCB that someone based locally to assist with work required and provide a critical friend (report to Chair of JCB)</li> <li>• Commissioning intelligence group agreed to provide quantitative data for Intermediate care, rehabilitation and reablement work and profile types of needs those services are dealing with. The delay in start date of this project will allow time to gather information to provide a clearer picture.</li> </ul>		
<b>Project Lead</b>			
Catherine Driscoll			
<b>Project Sponsor</b>			
Catherine Driscoll			
<b>Status</b>			
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>• Schedules for section 75 agreements completed 20th February</li> <li>• Section 75s agreed</li> <li>• Agree the Market Position Statement and consider engagement with providers and launch event</li> <li>• JCB agree S75 agreements for submission to H&amp;WBs with funding schedules</li> <li>• JCOG – agree Dom Care project plan, key milestones and timetable</li> </ul>	

**Notes :**

Please copy and paste additional project boxes as required

Green – on target

Amber – Some challenges, but mitigating action in place

Red – Serious challenges

Current Reporting Period :	22 January 2015-17 February 2015	Next Reporting Period :	18 February 2015- 23 March 2015
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Project Name		Executive Summary of progress since last report
Review of Local Authority Directly Provided Services		<ul style="list-style-type: none"> <li>• Following consultation, final approval given from Dorset County Council Cabinet to establish a Pan Dorset LATC</li> <li>• First meeting of Shadow Executive Shareholder Group held</li> <li>• project governance agreed</li> <li>• Chair and support arrangements agreed</li> <li>• Portfolio holders to visit possible sites for location of head office</li> <li>• Naming process agreed</li> <li>• Recruitment of Executive Team Managing Director , Finance Director and</li> <li>• Chairman to be progressed early as agreed by the ESG</li> <li>• Media/press release issued for possible article in Municipal Journal</li> <li>• Outline bid form submitted for a session at LGA National Children’s and Adult Social</li> <li>• Care Conference in Oct (in Bournemouth)</li> <li>• Each LA agreed support requirements from Care and Health Solutions</li> <li>• Bournemouth BC and Dorset met to clarify financial system and accounting</li> <li>• Requirements to ensure the Company operates as efficient as possible and can produce timely information.</li> </ul>
Project Lead		
Andy Sharp		
Project Sponsor		
	Andy Sharp	
Status		Planned progress next reporting period
Previous	Current	<ul style="list-style-type: none"> <li>• Agree terms of reference for Implementation Board</li> <li>• Each local authority to provide progress update to Implementation Board</li> <li>• Implementation Board to shortlist of company names</li> <li>• Shadow Executive Shareholder group to agree name of company and location of head office</li> <li>• Pan Dorset Commissioning approach being discussed at Joint Commissioning Officers group</li> </ul>

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Project Name	Executive Summary of progress since last report
Workforce and Organisational Development	<ul style="list-style-type: none"> <li>• A detailed delivery plan is being finalised in order to ensure that the workstream is focusing on the right priorities.</li> <li>• Projects are currently being assigned to leaders from the Better Together Partnership aiming for completion by 2016.</li> </ul>
Project Lead	<p>Managing demand and sustainability - to understand the current and future demographic and workforce capacity challenges.</p> <ul style="list-style-type: none"> <li>• Domiciliary Care Workers</li> <li>• Attending the first meeting of the Domiciliary Care Project Group on 17th February, Chaired by Gill Slade.</li> <li>• PiC have submitted a proposal for consideration to sponsor a support a staff post for 1.3 days per week to actively co-ordinate and manage the "I Care"</li> <li>• Ambassador Service for an initial 2 year period. The proposal is to be taken to the next Sub Group meeting for approval.</li> <li>• 8 of 10 Bournemouth framework providers, Bournemouth Borough Council, Partners in Care and Better Together have come together to form "Bournemouth Care Partnership".</li> <li>• Each framework provider has agreed to contribute equally to a shared budget for this initiative.</li> <li>• An article appeared in the in Dorset Echo on 29th January 2015 to inform the public of this initiative.</li> <li>• Two recruitment events being held at Bournemouth University on 10th and 12th February 2015 – feedback from the events is pending.</li> <li>• Consideration is being given to attend the Health &amp; Social Care Nursing Event on 25th March.</li> </ul> <p>Improving effectiveness - leadership will be critical in delivering these changes.</p> <ul style="list-style-type: none"> <li>• Dementia Awareness Training 2 courses to be run, Integrated Dementia Care and Dementia Awareness. The target audience primarily being practice staff.</li> <li>• DCC are commissioning the training. Two proposals have been received and an evaluation team is meeting is on the 20th February to choose a preferred provider to deliver this training. At the next Sub Group meeting on the 3rd March the members will be asked to consider the proposals.</li> </ul> <p>Integrating service delivery – the aim is to help partners develop the workforce and organisational development that will deliver better integrated care across Dorset.</p> <ul style="list-style-type: none"> <li>• Implementing Joint Ways of Working</li> <li>• Commissioning for the procurement of a facilitator to deliver a culture change education programme for the locality teams has commenced.</li> <li>• Four proposals have Integrated health and social care across Bournemouth, Dorset and Poole been received and the evaluation</li> </ul>
Charles Summers	
Project Sponsor	
Charles Summers	

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		<p>process is currently being carried out by the project team. Next month we hope to confirm the procurement of a facilitation partner.</p> <ul style="list-style-type: none"> <li>• Dorset HealthCare, Borough of Poole and Bournemouth Borough Council have now confirmed that they wish to be included on the programme.</li> <li>• There is concern that there could be variable engagement from Primary Care colleagues. We are now confirming the mobilisation leadership team that will be required to deliver this programme across health and adult social care in Dorset.</li> </ul> <p><b>Project Management Office</b></p> <ul style="list-style-type: none"> <li>• Presenting the Workforce and Organisational Development strategy to the HEW</li> <li>• Dorset &amp; South Wilts Workforce &amp; Development Group on 12th February 2015.</li> <li>• Programme Director, Project Sponsor and Workstream Lead met with Professor Keith Brown to discuss Bournemouth University could support the implementation of the Workforce and Organisational Design Strategy, currently awaiting proposals.</li> </ul>		
<b>Status</b>		Planned progress next reporting period		
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>• Detailed delivery plan is being finalised in order to ensure that the workstream is focusing on the right priorities. Projects are currently being assigned to leaders from the Better Together Partnership aiming for completion by 2016.</li> <li>• Commissioning of a facilitation partner for the delivery of dementia, end of life and dignity in care training.</li> <li>• Commissioning of a facilitation partner for the delivery of person centred working/cultural change.</li> </ul>		

<b>Project Name</b>	<b>Executive Summary of progress since last report</b>
Locality Teams	<ul style="list-style-type: none"> <li>• All the virtual locality leadership teams are taking forwards the mobilisation of the key features and functions of the teams, each of them are at different stages of implementation, within and across the localities.</li> <li>• Leadership teams have updated checklists to reflect their baseline of delivery of the key features and functions.</li> <li>• Leadership teams have started to develop locality specific action plans and agree who in the team is going to lead on implementation of each area; some localities are further ahead than others.</li> <li>• Locality leadership team membership list has been updated although some gaps still exist;</li> <li>• North Dorset – requirement for a GP lead (we do have Practice Manager</li> <li>• Integrated health and social care across Bournemouth, Dorset and Poole engagement).</li> <li>• East Dorset – requirement for a GP lead (we do have Practice Manager engagement).</li> <li>• Locality teams have met formally; many for the first time.</li> </ul>
<b>Project Lead</b>	
Sally Sandcraft	
<b>Project Sponsor</b>	
Sally Sandcraft	

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		<ul style="list-style-type: none"> <li>• Dorset EAST and Dorset MID cluster groups have met for the second time to discuss progress – 30th January and 3rd February (Dorset WEST met on 21st January) –chaired by Sally Sandcraft.</li> <li>• Draft locality leadership team “Terms of Reference” has been developed and has been shared with locality leads, to support consistent understanding of the role of the leadership teams.</li> <li>• Draft patient evaluation questionnaire has been developed and shared with locality leadership teams; teams have been asked to consider roll out and to provide feedback to PMO.</li> <li>• WEST cluster and Dorset County Hospital workshop has taken place – 12th February and workshop for Bournemouth and Poole has been planned for 24th March, to develop and implement shared working protocols.</li> <li>• PMO has continued to develop localities implementation communication plan and to identify ways to best communicate mobilisation plans with staff and members of the public.</li> <li>• PMO has organised a Joint Cluster Group meeting for 25th February; to enable locality leadership teams to share good practice, ideas, suggestions, to raise issues and concerns.</li> <li>• PMO and Workforce lead have briefed locality leadership teams about the proposed facilitated support that will be available to them through the Better Together</li> <li>• Programme (Workforce – Health Education Wessex), and encouraged representation in the evaluation team. Support should be available from June 2015.</li> </ul>		
<b>Status</b>		<b>Planned progress next reporting period</b>		
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>• Continued focus on the delivery of all the key functions of the integrated teams within and across all the localities, and the reporting of progress through the agreed route e.g. checklist and action plans. Locality leadership teams to complete action plans and to identify and allocate tasks to members of their team.</li> <li>• PMO to provide targeted support to those leadership teams which are making slower progress.</li> <li>• Better Together Programme to share with locality leadership team’s information on progress of other workstreams including ICT, Early Help, Workforce and Carers in order to align activity across workstreams.</li> <li>• PMO to continue to seek feedback from the leadership teams on the areas requiring strategic support e.g. information sharing, co –location and escalate discussion with senior managers on how these can be addressed/taken forward</li> <li>• PMO to deliver a joint cluster group meeting to share best practice - 25th February.</li> <li>• PMO to further develop contractual/commissioning arrangements/approach.</li> </ul>		

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Carers		<ul style="list-style-type: none"> <li>Local Authority Service mapping instigated to clarify where and how the Health and Wellbeing check is going to be used. Maps also to be used to plan further areas for Pan Dorset integration.</li> <li>Health and Wellbeing Check being finalised and circulated to Health and Wellbeing Board</li> <li>Carers Services Action Plan agreed by project team</li> <li>Clarification of Legacy funds being sought</li> <li>Financial report initiated to establish Continuing Healthcare (CHC) spend levels on short term residential breaks that benefit carers. A wider picture of respite funding within CHC will be developed in approx.12 months.</li> <li>Common data sets and portability of assessments forms (including Carer assessments) will be established by April 2015, with the intention of achieving a single assessment form by April 2016.</li> </ul>
<b>Project Lead</b>		
Paul Miller		
<b>Project Sponsor</b>		
Paul Miller		
<b>Status</b>		<b>Planned progress next reporting period</b>
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>Decision expected on outcome of employment BID</li> <li>Funding and roll out pilots for Health and Wellbeing check to be confirmed</li> <li>Development of action plan to include further integration of Carers Services for Care Act Implementation Phase 2.</li> </ul>

<b>Project Name</b>		<b>Executive Summary of progress since last report</b>
Early Help		<b>Early Help Board</b> <ul style="list-style-type: none"> <li>PID updated from the workshop and the Better Care Fund submission</li> <li>Action plan developed</li> </ul>
<b>Project Lead</b>		
Alison Waller		
<b>Project Sponsor</b>		

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Alison Waller

- Risk Register updated

#### Update on My Life My Care

- MLMC promoted through the electronic CCG newsletter to GPs and the DAPTC in full winter 14/15 newsletter aimed at Parish and Town Councillors
- Further information and directory categories published on MLMC in readiness for the Care Act.
- ICT spec for non-residential indicative financial assessment delivered, for service testing.
- *Engagement with a wide range of community and voluntary engagement groups to promote MLMC and encourage local*

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		<p>providers of information as the trusted source of information and advice in Dorset for local providers of information.</p> <p>Update on improving support to Self Funders</p> <ul style="list-style-type: none"> <li>• 1. MLMC webpage developed giving support to Self Funders</li> </ul>		
<b>Status</b>		Planned progress next reporting period		
<b>Previous</b>	<b>Current</b>	<p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• Outcome of the EU Funding Bid</li> <li>• Evaluation and impact of community models completed</li> <li>• Develop Action plan for alignment grant funding schemes , agreeing criteria and 3 levels of funding</li> </ul> <p><b>My Life My Care</b></p> <ul style="list-style-type: none"> <li>• Final audit of My Life My Care text to identify any Information and Advice Care Act requirements that can be met through the digital offer that are not yet published on the website – action plan agreed for delivery for April 2014.</li> <li>• Continued further development of information, advice and directory entries.</li> <li>• Care Act Information and Advice and My Life My Care presentation and workshop session at the Connecting Advice in Dorset event to be held on 19 February.</li> <li>• Publication of the indicative non-residential care services financial assessment calculator on MLMC.</li> </ul>		

<b>Project Name</b>	<b>Executive Summary of progress since last report</b>
<b>Systems Resilience Group</b>	<p>Ambulatory Emergency Care Strategy – This has now been ratified and will be included in all NHS provider contracts from April 2015. The Health and Social Care Cluster groups will be looking to interpret the strategy on a local level and develop implementation plans</p>
<b>Project Lead</b>	
<b>Dr Simon Watkins</b>	
<b>Project Sponsor</b>	

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Alison Waller

Christmas and New Year Debrief – A proposal paper is being presented at the February System Resilience Group asking all providers to submit a brief report to the Clinical Commissioning Group on the particular challenges/issues faced by their organisations over this period.

Operational Resilience. The ORCP metrics have been agreed with providers and reporting to NHS England is on a month basis.

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		<p>Frailty Model - Health and Social Care Cluster groups would look to implement the pathway working collaboratively across primary, secondary, community and social care.</p> <p>Delayed Transfers of Care - The Department of Health has made available to each of the three Local Authorities ring-fenced funding to address the large numbers of delayed transfers of care attributable to social care. This funding is one off non-recurrent and available between now and the 31 March 2015.</p> <p>Choice Policy- The Choice Policy was ratified by the System Resilience Group with the amendment of the review date being changed to October 2015.</p>		
<b>Status</b>		Planned progress next reporting period		
<b>Previous</b>	<b>Current</b>	<p>Christmas and New Year Debrief - a workshop is being arranged for all partners to attend at the end of February 2015. The lessons learned from this workshop will be shared and used to inform resilience planning for the future including the Easter period. A formal de-brief report will then be presented to the System Resilience Group in March 2015.</p> <p>Delayed Transfers of Care - Department of Health will be monitoring the use of the monies through the System Resilience Group on a monthly basis.</p>		

<b>Project Name</b>		<b>Executive Summary of progress since last report</b>		
<b>Community Equipment</b>		<ul style="list-style-type: none"> <li>• Mobilisation of Service by NRS is underway</li> <li>• Mobilisation update distributed to all users of current services (see attached)</li> <li>• TUPE consultations with current providers and staff resource planning completed</li> <li>• Site lease negotiations and stage 1 planning of both sites underway (Piddlehinton and Wallisdown)</li> <li>• Vehicle fleet ordered</li> <li>• IT and communication equipment ordered</li> </ul>		
<b>Project Lead</b>				
Ivor Cawthorne				
<b>Project Sponsor</b>				
Neil Goddard				
<b>Status</b>		Planned progress next reporting period		
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>• Confirm contract equipment catalogue with partnership prescriber representatives</li> <li>• Agree PIN structure from current prescriber lists</li> <li>• Start refurbishment of Wallisdown Road site including access; road and car parking reorganisation</li> </ul>		

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		<ul style="list-style-type: none"><li>• Fit out and stock Piddlehinton site</li><li>• Manage non contract stock from current services</li><li>• Support prescribers in the use of the online ordering system</li><li>• Migrate data in respect to stock in the community in Dorset</li><li>• Agree service branding and promotional information with commissioners</li></ul>	