

**NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
INTEGRATED CARE SYSTEM (ICS) DELIVERY UPDATE**

Date of the meeting	16/01/2019
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 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 [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 : 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. Portfolio Progress

One Acute Network

Dorset Clinical Networks

- 2.1 Programme Level: Plan on a page produced for each workstream aiming to support communications across the programme – drafts out for approval prior publication.
- 2.2 Radiology: Pan Dorset referral guidelines for cervical spine X-Ray referrals now rolled out across county – 40% reduction referrals from primary care in early adopter areas. Final Pan Dorset policies, standard operating procedures and processes developed prior to submission for ISAS accreditation adopt national best practice, reduce unwarranted variation for patients and support cross-site working of staff.
- 2.3 Pathology: IT system (LIMS) replacement, initial planning stages progressing. Managed equipment replacement tender in train, at ITT stage with responses due back from bidder, week 1 of 2019. Hub formation is progressing into detailed plans, options narrowed to hub new build on the RBH site and funding options are being assessed.
- 2.4 Rheumatology: Current state mapping now complete for referral, triage, advice and guidance, patient advice lines and Early Inflammatory Arthritis pathways. Development of pan Dorset future state pathways now underway, standardising and streamlining processes to reduce waste. Preparations for Dorset wide research event in collaboration with NIHR.
- 2.5 Haematology: Mapping of DCH, Poole and RBCH Lymphoma pathways – Referral, Diagnosis and treatment completed. DCH pathways agreed by clinical team, RBCH and Poole with clinicians for approval. Initial discussions held to identify Risk Stratification improvement for pan Dorset Lymphoma pathway. Deliverable relating to Level 2b commissioning for DCH in progress – statistical data being gathered from Trusts to inform feasibility paper. Pan Dorset Haematology ‘dashboard’ presentation arranged for January 2019 Board meeting.
- 2.6 Urology: Current Fast Track prostate mapping completed for DCH and RBCH – with clinicians for approval. Dorset Cancer Partnership Prostate Improvement project aired at Urology Board – feedback given and scoping document to be re-presented. DCN Project Manager to lead on deliverables. Continued progress of Day Case (TURP, TURBT), review of FUR procedure arranged with clinician for w/o 17 December 2018. Cystoscopy pathway

mapping completed for DCH and RBCH. DCH with clinician for approval, RBCH confirming pathway process before moving to new agreed model.

East Reconfiguration

- 2.7 The proposed appointments of an interim Joint Chief Executive and an interim Joint Chair, in the lead up to the merger review, has been approved by CMA and NHSI and fully supported by the Dorset System Leadership Team and Dorset CCG.
- 2.8 The Trusts CEOs wrote to NHSI CEO on 16 November 2018 making the case for the 'fast track' preferred route to merger submission to CMA which would run from February 2019.
- 2.9 The Merger Programme Director and the Aldwych legal support team met with NHS Improvement (NHSI) on 27 November 2018 to discuss each section of the Patient Benefits Case. NHSI are supporting our meeting with CMA during January 2019 to review merger timings with an aim to progress the merger and reconfiguration as quickly as possible.
- 2.10 Clinical specialties that are planning to deliver early benefits during 2019, for example, for some, team integration and rota changes will provide details to share with CMA and NHSI at the January meeting.
- 2.11 A Joint Council of Governors meeting took place on 19 November 2018 to launch Joint Governors working groups. These working groups will develop merger transaction evaluation criteria and a draft new constitution over the coming months.
- 2.12 The Design Phase is on track and the Master Plan has been issued to IHP.
- 2.13 1:200 Schedule of Accommodation three phase reviews have been held with Health Planners and Clinical Teams and plans are to be issued on 18 December 2018 excepting E.D., Ambulatory Care and Paediatrics (within E.D.).
- 2.14 Capital Project Manager candidates have been shortlisted with interviews being arranged early January 2019.
- 2.15 Schedule of Accommodation meetings for Emergency Care Centre, Critical Care, Poole Theatres, Paediatrics, Maternity, Neonatal, Haematology & Oncology and Wards have been held during the period.
- 2.16 Detailed design briefs, schedule of rooms and design floor areas for the 1:200 design meetings are in-train and will follow this through until end February 2019.
- 2.17 Bed and theatre model have been tested through Task and Finish Groups and Theatres and Beds Papers have been presented to Clinical Assurance Group with:
 - 6 emergency theatres for CEPOD & Trauma agreed

- Theatre model review has proposed 15 at MPH and 16 at MEH. Some data still to be validated.
- Review for obstetrics to use elective theatre outside of maternity to be undertaken.

This will determine the final split of theatres across sites, the number of inpatient beds across each site and the sensitivity to variation in CSR assumptions.

Integrated Community & Primary Care Services

Primary Care:

- 2.18 Engagement – Primary Care Home Networks (PCHNs) have been provided with clear information on what characteristics they need to demonstrate to achieve NHSE network maturity stage 3.
- 2.19 Estate – Full Business Case for Carlisle House Surgery re-provision was submitted to NHSE for consideration at Business Case Panel on 12 November 2018. Business Case was approved subject to two minor additions to the documentation. Awaiting final letter of approval.
- 2.20 Work is progressing on a number of Priority Primary Care Premises projects including Chickerell, Panton and North Bournemouth.
- 2.21 Workforce – Dorset's Workforce Planning and Redesign tool kit and templates have been circulated to each Locality with the offer of support to develop workforce plans. Actively working with 3 localities to develop workforce plans.

Mental Health

- 2.22 Dementia Services Review Strategic Outline Case produced in draft form pending approval.
- 2.23 MH Acute Care Pathway - Community Front Rooms & Recovery Beds: Successful procurement exercise completed. Contract awarded to Bournemouth Churches Housing Association (BCHA).
- 2.24 IAPT Expansion – 1st year evaluation of Long Term Health Conditions expansion published which highlights evidence of changes to service utilisation and associated savings.

Learning Disabilities:

- 2.25 4 hospital CTRs for adults resulting in active discharge planning and 1 person has been discharged. 1 adult community CTR resulting in no admission.
- 2.26 Agreed to pilot additional health check clinics, facilitated by Dorset Healthcare.
- 2.27 Children's Integrated Community Services:

- 2.28 Analysis of the co-production event data.
- 2.29 Planning for the next co-production event commenced to be held 22 February 2019.
- 2.30 Completed Tier 1 multi agency SEND training.

Prevention at Scale

- 2.31 DCH is rolling out alcohol screening using the Audit-C tool for all pregnant women at their booking appointment from January 2019.
- 2.32 Good progress has been made in recruitment of staff, allocating areas of responsibility for project work across the Active Ageing (AA) staff team. As capacity in the team has increased contacts and development of locality based work have been progressing well, with wellbeing events and other initiatives in the planning stage for 3 locality areas. The AA project officer based at LiveWell Dorset (LWD) has identified some key areas for system change at LWD in the physical activity pathway, and an improvement plan has been created. Challenges include; two new starters in team in Oct/Nov. Slow responses from localities for clinical champions training and from some partners managing secondary care pathways (diabetes and cancer) communicating with project manager.
- 2.33 The National Diabetes Prevention Programme has been launched in most of the Dorset localities. Purbeck will be the last locality to be launched and this will be completed by the end of December 2018. Most surgeries have started to send out the referral letters to patients. There has been a slow uptake with surgeries in Bournemouth localities and not many referrals have been received from this area. In total to date, LWTC have received 1121 referrals and completed 733 assessments.
- 2.34 The Public Health team are currently undertaking a stocktake of the Prevention at Scale programme and will be refreshing this in preparation for year three. There will be a particular focus on the ageing well workstream and aligning this to the NHS Long Term Plan and local authority transformation work. Engagement will take place in the New Year.

Digitally Transformed Dorset

- 2.35 Progress has been made with notable deliveries in Enabling technologies, and progress for the focused review on the DCR.
- 2.36 Within LHACRE, the CCG will now host the resources for Wessex and this will expedite the team set up.
- 2.37 Intelligent Working programme has been able to confirm the design for the new data warehouse to support Population Health and the AI toolsets we want to provide for general use across the System.
- 2.38 New framework strategy has been produced and will be augmented over the next two months before coming to CRG and OFRG for acceptance.

- 2.39 Work has begun on developing collaboration skills for DIG. The team has worked with the AHSN and colleagues in Wessex to create proposals for the Digital Innovation Hub launch.

Leading & Working Differently

Develop an integrated, strategic workforce plan for Dorset which is reflective of our system transformation plans.

- 2.40 Dorset's Workforce planning and redesign tool kit and templates have been circulated to each Locality Project Manager with the offer of support to develop workforce plans. Eight localities (67%) have validated their workforce profiles using the LMC Healthcheck Tool. Actively working with 3 localities to develop workforce plans.
- 2.41 The Dorset Workforce Intelligence Group (DWIG) has had its second meeting and the data field has been agreed.
- 2.42 Initial work with MSK has started.
- 2.43 HEE mental health returns have been completed- except for dementia each area is green.
- 2.44 First meeting with Tricuro has taken place to start to share information in relation to mental health workforce planning.

Develop a system wide retention and recruitment plan for Dorset which is reflective of the new models of care, service transformation and financial planning.

- 2.45 The first Dorset wide NHS Careers event hosted by Dorset Healthcare took place on 27 November 2018. It was the first time Dorset Trusts came together to provide a comprehensive range of careers information to the public. Our Dorset Workforce Team exhibited on the evening and were over run with visitors. The event was a huge success and well received. Attendees totalled in excess of 340+ visitors in the space of two hours.
- 2.46 www.joinourdorset.nhs.uk was launched in September 2018 and now has a full and extensive list of all careers in NHS and Social care throughout Dorset.

Develop a nursing workforce strategy and delivery framework ensuring alignment with other professional groups, developing and building a case for system wide investment and collaboration.

- 2.47 "A Call to Action - Nursing Workforce" event took place on the 23 November 2018 with strong representation from Directors and Deputy Directors of Nursing, Education Leads, the Workforce Delivery Team and HEE. The draft Nursing Workforce Strategy was reviewed in workshop style sessions seeing the detail of key themes and priorities being set.

- 2.48 Integrate the Primary Care Workforce Centre delivery plan to ensure alignment with other workforce related activities and opportunities across the system.
- 2.49 The Our Dorset Passport now has 97 GPs and 19 practices registered on the system since launch in October 2018. Poole Hospital ED and MIU will use the platform and the IUCS project expects to use the platform to unify the disparate IT solutions across the system.
- 2.50 The GP Coaching Faculty has been established, Coach training and coaching sessions will commence in January 2019
- 2.51 A marketing campaign to identify GPs leaving practice has been successful with a cohort of GPs now being invited to work with the Primary Care Workforce Centre to develop further initiatives to retain and attract GPs in the Dorset system.

Develop a system wide Leadership and Talent Management framework which aligns to local, regional and national delivery programmes and interventions, embedding Dorset's Integrated Care System vision.

- 2.52 The first three cohorts of Walking in the Same Direction has been rolled out with good feedback.
- 2.53 ILM coaching programme will commence in January 2019 – the provider for this has been selected.

Urgent and Emergency Care

- 2.54 IUC- Contract awarded to Dorset Healthcare as a Lead Provider, working in partnership with Royal Bournemouth Hospital, Poole General Hospital, Dorset County Hospital and South West Ambulance Trust.
- 2.55 Mobilisation plan has commenced; both the Operational group and the Partnership Board have been established and met; an assurance process is in place from working closely with NHSE colleagues.
- 2.56 UTC- 'Stretch' template produced nationally for Directory of Services being used to test out clinical cohort of UTC. Now completed for Bournemouth and Poole. Awaiting feedback from clinicians. Further work required to review provisional diagnosis codes/symptoms reflecting on previous work with Weymouth UTC and DOS profiling.
- 2.57 Medicines management lead considering options for future prescribing model within UTC. Links made with national team to gain traction on addressing challenges at national level.
- 2.58 Ambulance Transformation- Additional GP clinical support in the hub to be mobilised in phases throughout December 2018 and run until 31 March 2019; can be contacted via SPoA or 111 and warm transferred; to provide advice and guidance to paramedics and HCPs, facilitate direct access and also support for care and residential homes.

- 2.59 Ambulance Handovers- time lost: Trajectory and reporting set by NHSE/I to achieve a 50% reduction in time lost by 31 March 2019. Highlight report required monthly from Trusts not achieving overseen by and reported to UEC DB and SWAST IQPMG.
- 2.60 National Ambulance Response Programme- Co- ordinating Commissioner Role- Financial framework now agreed and signed off by all SW CCGs.
- 2.61 STP actions will focus on three priority work streams – NHS 111, High Intensity Users (Frequent Callers) & HCP calls; some actions will now form part of the conveyance action plan.
- 2.62 EPRR- Brexit: Members of the Dorset Local Resilience Forum (LRF) have been requested to attend monthly Tactical & Strategic Coordination Groups as of 10 December 2018. Liam Patton and Phil Richardson are drafting both internal and system level briefings to ensure there is sufficient cover for these planned meetings. An internal briefing will be shared with directors imminently.

3. System Communications Update

- 3.1 System communications activity has continued to support change and transformation, moved to focus on Winter flu and preparedness, and has continued to build the content on the Our Dorset public web site and recruitment web site. We have maintained our positive profile with the national media and national communications colleagues.
- 3.2 This has included:
 - Launch of Our Dorset recruitment web site and development of an integrated digital marketing campaign
 - Growing the content on the Our Dorset public web site
 - Supporting the closure of beds at Wareham hospital
 - New film and newspaper supplements to support acute changes
 - Hosting a visit from The Economist magazine at Alderney hospital virtual ward
 - Hosting a visit from Channel 4 News at Bridport hub/virtual ward

4. System Engagement Update

Prevention at Scale- Chris Ricketts

- 4.1 The Collaborative Practice project is taking place within 14 GP Practices across Dorset. Detailed progress reports are currently being produced by 6 of the practices involved.

- 4.2 The current definition and scope of the Ageing Well workstream are to be explored with the ICS PEG in a workshop at their meeting in January 2019.
- 4.3 There is growing engagement through the LiveWell Dorset Facebook page – and the launch of the ‘My LiveWell’ function on LiveWell Dorset website which facilitates personalised support and allows individuals to track progress against their goals.

One Acute Network- Claire Mills, Laura Northeast and Jenny Williams

- 4.4 The OAN design principle states that engagement work will be based on the key principles of Experience Based Co-Design. This principle is at the heart of the OAN Patient Engagement (PE) strategy.
- 4.5 The strategy has been widely consulted on and aims to develop a well-trained cohort of PE champions and leads who can work together in a co-ordinated and efficient way, linking in to the NHS England Public Engagement Discovery Work (see above).
- 4.6 A bespoke co-design training package has been developed with the Point of Care Foundation and 20 public engagement champions will be trained in facilitation and co-design in March 2019.

Integrated Community and Primary Care Services (ICPCS)- Pauline Malins

- 4.7 Work is ongoing in line with the ICPCS Communications and Marketing plan developed by locality.
- 4.8 2 PPG networking events were held on 16 and 17 November 2018 in Wallisdown and Weymouth respectively. These events provided networking opportunities, information and view seeking for PPG representatives and practice managers across the ICS.
- 4.9 Primary Care Transformation stakeholder engagement now completed for all localities.

Digitally Enabled Dorset - Jodie Whaley

- 4.10 Empowered Self-Care - Operating brief created and approved by DIG on 4 December 2018. There is a follow up to add further detail into the scope in January 2019. (The aim will be to submit this for SLT in February 2019.)
- 4.11 Empowered Self-Care - WaitLess App: Dorset County Hospital, who had previously declined to proceed with data feeds for WaitLess following the high suprema court ruling against Croydon NHS Foundation Trust, have agreed to proceed with the project following a discussion with the lead and commercial partner being satisfied we are mitigating risk effectively.
- 4.12 Intelligent Working - Technical Architecture: The architectural design has been approved by our Board (and supported by Microsoft), a key component of which is flexibility allowing us to scale up the system depending on how

much data the DiiS (Dorset Intelligence and Insight Service) use on behalf of the ICS and individual Trusts or Local Authorities. The architecture has been designed to be easily replicated and DCC have indicated an interest to re-use this build.

- 4.13 Intelligent Working - Centre of Excellence: Initial network of health care based Intelligence Champions has been established, this will extend into Public Health and Local Authorities over the next couple of months. This group have been asked to consider a shared communication and networking portal and what they would wish to get out from the launch party for the Centre of Excellence.
- 4.14 Intelligent Working - Population Health Programme: Engagement has commenced with all Locality Managers ahead of obtaining data from the primary care practices for the NHSE/Optum pilot. A set of outcomes for the pilot is currently being agreed.

Leading and Working Differently- Pauline Malins

- 4.15 A Steering Group has been set up to work on the Vision and Narrative for the ICS.
- 4.16 An ICS Staff Engagement Event was held on the 29 November 2018. Staff from all partner organisations invited. The aim was to bring alive Dorset's ICS, showcasing current and future work streams. The meeting was well attended and feedback from attendees was very positive. A feedback report is being produced for consideration by the SLT.

Integrated Transport Programme- Pauline Malins

- 4.17 Feedback gathered at a stakeholder event in August is being used to inform the development of the Outline Business Case for Integrated Transport Services.

Our Dorset Public Engagement Group (PEG)- Frances Aviss

- 4.18 Ian Gall presented an overview of the PEGs progress at the Kings Fund's AGM on 28 November 2018.
- 4.19 Meeting 8 of the PEG was held on 29 November 2018.
- 4.20 Ian Gall shared his reflections of the Kings Fund AGM.
- 4.21 Frances Aviss presented an update on the NHS England Public Engagement Discovery Project (see below) and thanked the PEG for their attendance and input.
- 4.22 Laura Northeast (Engagement and Experience Manager, RBCH) and Claire Mills (One Acute Network (OAN), Service Improvement Manager) presented an overview of the OAN's Patient and Public Engagement plans.

- 4.23 The PEG had a workshop planning session on refreshing and relaunching the CCG's Supporting Stronger Voices (SSV) Network to become system wide. SSV was set up in 2014 to provide CCG patient, carer and public representatives with the opportunity to a) network and peer support b) receive CCG updates/information c) provide their views on an area of proposed change d) receive information and/or training to help them to have a 'Stronger Voice'. The PEG agreed that this group should become an ICS group, extending the membership to representatives across all partner organisations and the voluntary and community centre.
- 4.24 Ian Gall (PEG Chair) welcomes ongoing suggestions for future agenda items from STP portfolio leads. Please e-mail ian.gall@dorsetccg.nhs.uk
- 4.25 Next 2 meetings:
- Meeting Nine: 22 January 2019, Vespasian House, 13.30 – 16.00
 - Meeting Ten: 27 March 2019, Cobham Sports and Social Club, 10.00 – 12.30
- 4.26 The next meeting will have a workshop session on Ageing Well from Public Health and a presentation from and discussion with Digital Dorset.
- NHS England ICS Public Engagement "Discovery" project- Frances Aviss***
- 4.27 The System Transformation Group at NHS England have developed an overview of what 'good' public engagement looks like for an ICS, taken from statute guidance and system experiences.
- 4.28 Dorset has been the first ICS to take part in NHS England's Discovery Project - providing the opportunity to review what is working well and what could be done better and co-design local action plans, with access to national funding to support delivery.
- Local progress:***
- 4.29 Stakeholders from across the system took part in a self-assessment to review what is working well and what could be done better in terms of engagement and communications across the ICS.
- 4.30 Outcomes from the self-assessment were considered at an NHS England/Dorset ICS Public Engagement Discovery Workshop in Dorchester on 8 November 2018. Action planning sessions were held in the following areas a) More, and better collaboration b) More, and better communication and c) Better use of existing data/information.
- 4.31 All feedback collected at the event was collated and themed by an independent research organisation. The outcome report has been produced and engagement leads are drafting an action plan for consideration by the Implementation Planning Group on 20 December 2018.

5. Conclusion

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

6. Table of Abbreviations

BCHA	Bournemouth Churches Housing Association
CCG	Clinical Commissioning Group
CCIO	Clinical Chief Information Officer
CMA	Competition and Markets Authority
DCH	Dorset County Hospital
DCR	Dorset Care Record
DCNs	Dorset Care Networks
DTD	Digitally Transformed Dorset
HCPs	Health Care Professionals
HSLI	Health System Led Improvement
IHP	Independent Healthcare Provider
IUC	Integrated Urgent Care
LWTC	Living Well Taking Control
LIMS	Laboratory Information Management System
NHSI	NHS Improvements
OAN	One Acute Network
SLT	System Leadership Team
STP	Sustainability and Transformation Plan
SPoA	Single Point of Access
UTC	Urgent Treatment Centre

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