

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

Date of the meeting	20/03/2019
Author	M Gorman - Head of PMO
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	N/A
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. Radiology:
 - 2.1.1. Imaging Services Accreditation Scheme traffic light ready tool passed all sites – Dorset Healthcare submitted evidence for full accreditation (Acutes to follow February / March 2019).
 - 2.1.2. Draft Pan Dorset Radiographer Reporting of Plain X-ray Policy circulated radiology leads for comment.
 - 2.1.3. Proposal for External review of Dorset Medical Physics Services proposal to Medical Director (MD) / Chief Operating Officer (COO) / Director of Nursing (DoN) Oversight Group.
- 2.2. Full Business Case (FBC) for Pathology was approved by all three Trust Boards. The risk of not getting approval has now shifted to maintaining full support from stakeholders.
- 2.3. Rheumatology:
 - 2.3.1. Pilot of new pan Dorset triage pathway for rheumatology begun.
- 2.4. Recruitment for new posts underway for DCH site.
- 2.5. Within Haematology, the mapping of additional cancer pathways (Acute Myeloid Leukaemia (AML) / Acute Lymphoblastic Leukaemia (ALL)) has begun and DCH pathways are now complete.
- 2.6. Urology has completed mapping of Brachytherapy pathway at Poole Hospital – detail with Cancer Nurse Specialist for ratification.
- 2.7. Maternity:
 - 2.7.1. New postnatal care pathway implemented – pilot of joint Standard Operating Procedure (SOP) between Midwifery and Health Visiting.
 - 2.7.2. Postnatal Consultant led clinic started in the West of the county, The East clinic will start April 2019.
 - 2.7.3. Bid approved for further funding to progress one maternity I.T. system that will enable phase 2 of personalised care planning and the required interface

with Dorset Care Record (DCR) citizens portal for personalised care planning.

2.7.4. DadPad has been made available as a local app and as hardcopies.

East Reconfiguration

- 2.8. Positive informal discussions held with NHSI on initial draft of the Competition and Markets Authority (CMA) 2019 Service Delivery Integration paper. Further amendments to be made prior to submission. On-going discussion continues regarding corporate services for inclusion in paper. Meeting held with NHSI on 14 February 2019.
- 2.9. Engaged McKinsey to support development of a credible revenue programme to support the capital Outline Business Case (OBC). Considerable work now ongoing to determine the revenue opportunities from the reconfiguration.
- 2.10. Reviews of second design iterations are being undertaken and 3rd review meetings are planned.
- 2.11. Planning for new road from A338 agreed subject to Secretary of State decision.
- 2.12. Bed and theatre model have been tested through Task and Finish Groups, Theatres and Beds Papers have been presented to Clinical Assurance Group with 6 emergency theatres for Confidential Enquiry into Peri-Operative Deaths (CEPOD) & Trauma agreed.
- 2.13. Theatre model review has proposed 15 at MPH and 16 at MEH (which includes the 6 emergency theatres as above). Final tests have been applied to the data for Urology, Gynaecology and Oral, Max Fac and any variations included within the Theatre Model; the split of theatres remains as proposed. The bed split will now be updated but will not alter the model significantly.
- 2.14. Communications:
- 2.14.1. BBC News interview with Debbie Fleming and a piece has run on the joint Chair and Chief Exec was published in the Bournemouth Echo.
- 2.14.2. Chair's drop-in session at RBCH. A range of staff attended and David Moss led discussions on future plans.
- 2.15. The risk remains that the £147m may not be enough to deliver the whole portfolio which will impact on scope and quality. Alternative funding is being explored as well as looking at cost and scope reduction. System Partners are asked to continue consideration of potential sources of funding beyond the £147m.
- 2.16. There is a Risk that One Acute Network (OAN) objectives are not integral to departmental and individual level objectives across the organisations and conflict could impact on both time and quality of deliverables.

Integrated Community & Primary Care Services

- 2.17. Within Primary Care Estate, Outline Business Cases for Wareham Surgery (new build) and Parkstone Surgery (refurbishment) have been submitted to NHSE for consideration at the Business Case Panel in March 2019.
- 2.18. The Primary Care Estate Budget is small which has the effect of limiting the speed with which projects can proceed.
- 2.19. The Speech, Language and Communication Pathway Project proposal has been presented to the Joint Commissioning Board.
- 2.20. Mental Health application for Wave 2 Funding to support expansion of Individual Placement Support submitted.
- 2.21. There are risks within Integrated Children's & Community Health Services regarding the engagement of children and young people in co-design phase of the project, the capacity of practitioners to engage with service design, and that time frames for implementation may slip.
- 2.22. Within Learning Disabilities, the target of 75% has changed to 3009 and is no longer a percentage. This removes the risk from the strategic risk register but it is still a Directorate risk.

Prevention at Scale

- 2.23. 75 schools have submitted 64 applications for funding as part of the Whole School Approach. 49 applications were successful.
- 2.24. Initial evaluation of the Beat the Street project suggests a reported 14% and 11% decrease in adult inactivity in the two games as a result. There are also partnerships developing as a result of the games e.g. 3 schools in Weymouth have been out in class groups walking in their local area and are linking with local community groups who can provide volunteers to lead walks with the children going forward.
- 2.25. Healthy Homes have contacted all GP practices and are working with 12 to contact appropriate patients living in housing with poor energy performance where the cold could be affecting their health.
- 2.26. Work is being done to align Ageing Well workstream with the NHS Long Term Plan and Population Health Management Work.
- 2.27. Active Travel Plans and the Integrated Care System work on patient transport can be linked to the South East Dorset Transforming cities bid who secured £1.28bn funding.
- 2.28. Progress could be delayed due to the Local Government Reorganisation (LGR) and the change in councils due to leadership changes.

Digitally Transformed Dorset

- 2.29. The new digital strategy has now gone through Operations and Finance Reference Group (OFRG) and Clinical Reference Group (CRG) for feedback.
- 2.30. The Terms of Reference has been agreed for Digital Working Group (DWG) to act as an assurance to Digital Informatics Group (DIG) for the delivery of milestones over the next 12 months and improve communication between digital networks.
- 2.31. Health System Led Investment (HSLI) funding applications have been submitted for NHSE approval. There are risks around the funding being deferred to next financial year for some applications due to the Public Dividend Capital Dividend (PDCD) fees that will need agreement from all system partners. There is an additional risk that the deferred funding will be lost.
- 2.32. Data is now being received from acute and community hospitals to provide information for the WaitLess app. Further work is being done to enable this functionality for the 111 service.
- 2.33. DCR live feeds have increased to 21 (out of 86).
- 2.34. There are risks surrounding the LGR causing delays to the DCR by preventing engagement of two local authorities.
- 2.35. Empowering Self Care have secured £150k for new trials of technology within the ICS.
- 2.36. Within Intelligent Working, the data feeds from the three primary care localities have been delivered to Optum for processing three months ahead of schedule.
- 2.37. The Data Protection Impact Assessment for Dorset Healthcare to support Intelligent Working has been approved and covers data being held in Primary Care, SUS and mental health.
- 2.38. HSCN circuits have been installed at RBCH, PHT, Vespasian House and Canford House with migration dates to be scheduled.

Leading & Working Differently

- 2.39. The Leading and Working Differently revised operating model has been embedded within the STP governance arrangements. Progress has been made against key areas of delivery and a detailed stocktake position was presented and to Dorset Workforce Action Board on 29 January 2019. The Board endorsed the recommendation to extend the operating model and delivery team until March 2020.
- 2.40. A formal partnership has been agreed between Our Dorset ICS and the MoD; the partnership includes use of training and development facilities in Wimborne, wider decisions are taking place about other site facilities in

addition to key worker housing and career transition. A launch event to mark the opening of the Our Dorset Development Hub will be held on 4 April 2019.

- 2.41. RNDA, procurement of education providers, development of marketing plan, launch on 4 March 2019 to coincide with national apprenticeship week and collaboration across the system to make this cohort a success.
- 2.42. The only risk for LWD relates to the ability to retain, attract, recruit and develop health and care workforce. A revised operating model was launched on July 2018 and a new model of Workforce Delivery Team has been established.

Urgent and Emergency Care

- 2.43. Service Models incorporating routine Improving Access to General Practice Services (IAGPS) presented to Integrated Urgent Care (IUC) Partnership Board Agenda 15 January 2019. Model signed off by the IUC Partnership board, East IAGPS requires refining.
- 2.44. 'Stretch' template for Directory of Services being used to test out clinical cohort of UTC is now complete for Bournemouth and Poole and awaiting clinical feedback.
- 2.45. Patient engagement survey has been circulated to all Minor Injury Units (MIUs) to gauge a better understanding of current usage and local public understanding of existing MIU services.
- 2.46. A Conveyance Action Plan for Ambulance Transformation has been reviewed against progress via the Ambulance Pillar Group on 16 January 2019.
- 2.47. NHS 111 / 999 provider and commissioner workshop scheduled took place 7 February 2019 – main purpose to review the clinical validation processes of 999 referrals from 111 and to agree a regional approach for the clinical validation of category 2 999 calls.
- 2.48. A workshop was held on the 30 January 2019 to support the codesign for the commissioning model for 999 and how the Lead Commissioner arrangements will look like from 1 April 2019; proposal to be shared with the Ambulance Strategic Partnership Board on the 11 March 2019.
- 2.49. RBCH ran an Action Learning Event during the week commencing 12 January resulting in an increase in discharges of 31% over the full week.
- 2.50. The UK exit from the European Union: Daily Local Resilience Forum Tactical and Strategic Coordination Groups are currently planned to run for the week of the EU Exit and the twelve weeks following 29 March 2019 (including weekends and bank holidays). A system level plan has been shared, as well as organisational level planning via Microsoft Teams.

Integrated Travel Programme

- 2.51. The departure of both the Programme Manager and Support Officer in September 2018 remains the ITP's most significant issue, along with TRG not having met since the summer of 2018, causing the programme to be delayed.
- 2.52. Resourcing issues were discussed at the September 2018 IPG and due to LGR it was agreed that a pause on the programme is needed to clearly identify the required resource from the local authorities moving forward.
- 2.53. Update since 15 February 2019 report was written: mitigations have been put in place as actions from the System Partnership Board ensure leadership for the travel programme.

3. System Engagement Update

Prevention at Scale

- 3.1. 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.
- 3.2. The Ageing Well workstream was explored with the Our Dorset PEG in a workshop at their meeting in January 2019. Feedback will be used to inform current definition and scope of the workstream.

One Acute Network

- 3.3. 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 strategy.
- 3.4. 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.
- 3.5. The first introduction session was held in RBCH with it being replicated in PGH also in February.
- 3.6. Patient engagement champions have been selected across the OAN with staff members having the commitment from Directorate and Manager level to be released from their normal roles to facilitate co-design projects.
- 3.7. PHT and RBCH are aligning their recruitment procedure for volunteers to ensure volunteers are able to work across both sites. With the help of the Dorset workforce lead the introduction of a digital platform across all four trusts in Dorset is being explored to aid aligned recruitment. Expected to be launched before April.

Integrated Community and Primary Care Services

- 3.8. Two new Patient Participation Group (PPG) Coordinators have been employed to help support and develop active PPGs across Dorset.

Digitally Enabled Dorset

- 3.9. Dorset Care Record held a Citizen's Portal engagement workshop on 23 January 2019. This was attended by a range of stakeholders including public representatives and members of Our Dorset PEG.
- 3.10. Local people are being invited to join the "Crowd in a Cloud" – a virtual digital public engagement group.

Leading and Working Differently

- 3.11. The need for additional dedicated system wide engagement and communications capacity has been identified. This will utilise the existing staff engagement investment from NHS England. This has the potential to align with the Strategic Partnership Agreement for Engagement and Communications Memorandum of Understanding (MoU) currently under development.

Integrated Travel Programme

- 3.12. An engagement and communication plan is currently being developed for the re-procurement of the non-emergency patient transport scheme.

Our Dorset Public Engagement Group

- 3.13. One action from the Discovery Project was for the ICS to work with community voluntary sector organisations to see how a new infrastructure can be designed and resourced to support them to work with the ICS as equal partners. PEG members strongly agreed that this is a high priority and asked that their views on this be shared with the System Leadership. They would like to be kept informed.
- 3.14. Colleagues from Public Health Dorset presented an update on the Living Well Website and facilitated an interactive workshop session with the PEG to inform their "Ageing Well" work stream.

NHS England ICS Public Engagement "Discovery" project

- 3.15. The System Transformation Group at NHS England developed an overview of what 'good' public engagement looks like for an ICS, taken from statute guidance and system experiences.
- 3.16. 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.

- 3.17. Stakeholders from across the system took part in a self-assessment and workshop in November 2018. They collectively reviewed what is working well and what could be done better and an action plan was presented to the Implementation Planning Group on 20 December 2018. The action plan was agreed and implementation is being coordinated by the Our Dorset Engagement Leads Network. Updates will be provided in this report.

Our Dorset Engagement, facilitation and co-design training project

- 3.18. As described above, the OAN has commissioned the Point of Care Foundation to deliver bespoke engagement, facilitation and co-design training to 20 staff in March 2019.
- 3.19. To facilitate collaborative and consistent working across Dorset's ICS this bespoke training is to be rolled out to an additional 60 staff across the other partner organisations.
- 3.20. The objective is to secure a 'bank' of 80 frontline staff as public engagement champions across Dorset ICS with specific facilitation skills to be able to co-design services with local people in a consistent and meaningful way. The champions will be able to employ their engagement, facilitation and co-design skills within their service area, across their organisation and importantly across other ICS partner organisations.
- 3.21. To facilitate this, it is imperative that the training, approach and methodologies are the same. This will enable system wide collaborative working, skills and capacity. It will also enable standardized outcome monitoring.
- 3.22. Funding for this innovative piece of work has been secured from NHS England.

Our Dorset Supporting Stronger Voices Forum

- 3.23. The Supporting Stronger Voices Forum (originally set up by Dorset CCG to support patient, carer and public representatives) has been 'refreshed'. The Our Dorset PEG has co-designed and updated the membership and objectives to reflect 'Our Dorset' ICS.

4. Conclusion

- 4.1. The Board are asked to note the report.

Table of Abbreviations

ALL	Acute Lymphoblastic Leukaemia
AML	Acute Myeloid Leukaemia
CEPOD	Confidential Enquiry into Peri-operative Deaths
CMA	Competition and Markets Authority
COO	Chief Operating Officer
CRG	Clinical Reference Group
DCH	Dorset County Hospital

DCR	Dorset Care Record
DIG	Digital Informatics Group
DoN	Director of Nursing
DWG	Digital Working Group
FBC	Full Business Case
HSCN	Health and Social Care Network
IAGPS	Improving Access to General Practice Services
ICS	Integrated Care System
IPG	Implementation and Planning Group
IUC	Integrated Urgent Care
LGR	Local Government Review
LWD	Leading and Working differently
MD	Medical Director
MEH	Major Emergency Hospital
MIU	Minor Injuries Unit
MoD	Ministry of Defence
MoU	Memorandum of Understanding
MPH	Major Planned Hospital
NHSE	NHS England
NHSI	NHS Improvements
OAN	One Acute Network
OBC	Outline Business Case
OFRG	Operational Finance and Reference Group
PDCD	Public Dividend Capital Dividend
PEG	Public Engagement Group
PHT	Poole Hospital Trust
PPG	Patient Participation Groups
RBCH	Royal Bournemouth and Christchurch Hospital
RNDA	Registered Nurse Degree Apprentices
SOP	Standard Operating Procedure
STP	Sustainability Transformation Plan
SUS	Secondary Uses Service
UTC	Urgent Treatment Centre

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