

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

Date of the meeting	15/05/2019
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	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. Radiology:

- 2.1.1. Procurement complete for external review of Medical Physics teams across Dorset. This review will inform future development of the service.

- 2.1.2. DCH team have now formally applied for ISAS accreditation

2.2. Pathology:

- 2.2.1. Major equipment tender evaluation phase has started with technical and clinical representatives from each pathology discipline at each site working through and scoring the responses in collaboration with other trust in the South 6 region as planned.

2.3. Rheumatology:

- 2.3.1. Rheumatology consultant input into Pan-Dorset MSK (rheumatology) triage has resulted in elimination of Pan-Dorset waiting list for rheumatology triage in first 2 weeks of pilot utilising DNA clinic time to triage. Expansion of engagement to 4 consultants now planned

- 2.3.2. Walking in the Same Direction Half Day Workshop for Rheumatology Board members held. Developed a purpose and vision for future service, challenges of balancing work for their own organisation and as part of a networked service. Informed development of pan Dorset Dashboard Metrics

2.4. Urology:

- 2.4.1. Closedown reporting for DCP Prostate Cancer Project as this project concludes – new pathways agreed and implemented all sites, performance against standards improving.

- 2.4.2. Patient Record audit underway of patient awaiting repeat Cystoscopy at RBCH.

2.5. Stroke:

- 2.5.1. 2019/20 work-stream development priorities agreed at March Stroke Board.

2.6. Maternity:

- 2.6.1. The Maternity Matters Website launched on 21 March which had 1,291 views, 950 of these were unique views and 6 self-referrals to maternity services were made via the website.
- 2.6.2. The LMS received a Royal College of Midwifery award for work to protect vulnerable women and babies.

East Reconfiguration

2.7. Capital Finance:

- 2.7.1. The Outline Business Case (OBC) was completed on schedule and signed off by RBCH and PHT Trust Boards. The OBC has now been shared with NHSI.

2.8. Merger:

- 2.8.1. The CMA 2019 service delivery integration paper has been finalised with NHSI input. The paper will be sent to the CMA and a date arranged to meet and discuss the merger timeline and pre-merger integration.
- 2.8.2. Aldwych are currently updating the Patient Benefits Case following further feedback on technical appendices from NHSI.
- 2.8.3. Merger timelines remain an issue to be firmed up with the CMA, risks to timelines include the OBC sign-off by NHSI and Secretary of State review of CSR.

2.9. Estates:

- 2.9.1. RBCH has engaged with BCP regarding planning for a new road from A338, which has been agreed.

2.10. Clinical Design:

- 2.10.1. Bed model has been updated to reflect decision to retain out of area activity and reported in paper to Executive Team and CAG; outcome included in OBC. Initial phasing of beds to fit within the capital investment profile undertaken. Obstetrics issue regarding 3rd theatre highlighted previously has been resolved with a procedure room incorporated into Obstetric Theatre suite. Concerns raised by Surgical teams over logistics of split site working in small specialties, potential site cover on Poole site and risk stratification of patients.

2.11. Communications:

- 2.11.1. Launch of new campaign to help allay some of the fears about the future of A&E at Poole Hospital, with card, posters and social media posts outlining how many patients will still be treated there. This will develop into a wider campaign covering other services.

- 2.11.2. Correspondence between Debbie Fleming and Defend the NHS in Dorset protest group about future plans for our hospitals was published in the Bournemouth Echo. A message about this article was sent to all staff at Poole Hospital focussing on new opportunities for staff as part of developments and highlighting that communications will be strengthened over the coming year to ensure all staff are clear on all changes and repercussions.
- 2.12. There is risk that the total available capital may not be enough to deliver the whole portfolio which will impact the scope and quality that can be delivered. Rigorous attention is being paid to the scope of work within the Capital Programme.
- 2.13. Delays in the Business Case Approval Process - There is a risk that the Outline Business Case approval is delayed due to NHSI queries and approvals process, including Local Authority Planning.

Integrated Community & Primary Care Services

- 2.14. Practices are being supported to secure local agreement to the composition of each Primary Care Network (PCN) ahead of the 15 May 2019 registration deadline. Expert advice is needed to address issues relating to Network composition and the PCN DES as they emerge
- 2.15. Additional investment for 2019/20 was approved by the Primary Care Clinical Commissioning Committee in March. This is supporting PCN development as well as targeting improvements based on population health needs.
- 2.16. The Balanced System has been launched as a whole system framework to improve commissioning and delivery of communication and language services for children.
- 2.17. 5 Care & Treatment Reviews (CTR) /Care Education & Treatment Reviews (CETR) undertaken.
- 2.18. Wessex Clinical Senate External Review of Dementia Services Review completed
- 2.19. Construction works are proceeding rapidly at Lifeboat Quays, the ETTF funded project which will replace Carlisle House Surgery in summer 2019.
- 2.20. Although options to avoid admission are always explored for Children & Young People, CAMHS do not have intensive support to call on (which adult Learning Disability services do) and this has impacted on outcomes over the course of the Learning Disabilities Programme.
- 2.21. There is a risk that the upcoming CQC inspection of Mental Health services and Dementia Services Review Stage II assurance will have detrimental impacts. Additional resource may be required for the Dementia Diagnosis action plan with data harmonisation.

- 2.22. Progress with the Wareham Surgery and Parkstone Health Centre ETTF projects has been slower than anticipated. Outline Business Cases are not yet approved and a significant number of queries have been raised by the local NHSE team. Should the early 2019 deadlines be missed the chances of securing ETTF funding will diminish.

Prevention at Scale

- 2.23. A pilot of CO screening and referrals to smoke stop services by Health Visitors during pregnancy appointments and post birth has been running in Weymouth and Portland and is due to finish this month. An evaluation report comparing outcomes with other areas will be produced by June.
- 2.24. At the time of report, 15 Mental Health First Aid courses have been run for school support staff across Dorset resulting in 222 staff being trained First Aiders.
- 2.25. The 49 successful schools for funding from the Whole School Approach project to improve children and young people's emotional health and wellbeing through physical activity have now all received their allocated funds. Action plans are now underway and a review is planned at 6 months.
- 2.26. The Healthy Homes Dorset service has been promoted to all staff at Poole Hospital so that they can refer patients who they feel may benefit from the service and facilitate discharges. In March the service dealt with 245 enquiries and carried out 16 interventions across Dorset.
- 2.27. LiveWell Dorset supported 6,600 new clients in 2018/19 an 18% increase on the previous year and 25% of the people accessing the service live in the 20% most deprived areas. They also delivered training in behaviour change and physical activity to over 300 GPs across Dorset and to 1000 people in key workforces.
- 2.28. The Active Ageing project is working in partnership with Living Well Taking Control to redesign the physical activity module for the Dorset Diabetes Prevention Programme.
- 2.29. Community events (Picnic in the Park) to promote physical activity are planned throughout May 2019. 'Picnic in the Park' events are being organised in partnership with Natural Choices and Stepping into Nature and other local partners for each event location.

Digitally Transformed Dorset

- 2.30. We have had a positive month with good progress across all the programmes. It was encouraging to see the importance of digital being recognised at the recent Innovation event at BU. Whilst it was not a Digital event the common thread of technology being the enabler to smarter solutions and new ways of working was great to see. We are working hard across the Portfolio to get the basics right and ensure that the focus on achievable deliverables that will bring benefits to our employees and public alike.

9.10

- 2.31. Digital working group have had their terms of reference agreed by DIG to provide assurance that the participating organisations have an effective framework within which they can deliver the aims, objectives and deliverables that constitute the DTD Portfolio.
- 2.32. Within the Intelligent Working Programme, the NHSE 20 Week Population Health Management Programme now has 20 GP Practices signed up and have formally given their approval for their data to be extracted and processed
- 2.33. Two BI Analysts are now in post and working with the Intelligent Working Programme to develop the PHM data analytics. A Business Change Manager has been recruited to the Programme and will join imminently to oversee the engagement with other stakeholders and the development of the Centre of Excellence.
- 2.34. It has been agreed that Dorset will go live with the NHS App as of 24 June 2019. Dorset requested to be one of the last go live sites to give more time for the development work to be completed with the NHS App and interfacing of the eConsult platform.
- 2.35. Empowered Self-Care & Access has requested approval to put themselves forward to become an NHS App Assessor which has been supported by CRG and IPG and approved by DIG.
- 2.36. eConsult annualised contraceptive checks is being driven by the ESC HEE Digital fellow that the group have been working with. The triage template has been completed and approved by the eConsult clinical group. This is ready for use in May however, has come across an indemnity issue.
- 2.37. WaitLess Call Advisor Platform Pathways have agreed to the platform being embedded into the 111 /OOH scripts on the receipt of a standard operating procedure (SOP) to mitigate when the system shows pressures that will exceed a disposition.
- 2.38. Dorset-Wide Video-Conferencing Bridge – contract awarded supporting integration of telephony, Skype and room-based VC systems
- 2.39. Calendar sharing between CCG and Poole Hospital in test
- 2.40. Cyber-incident response plan approved at CCG
- 2.41. New Dorset ICS Learning Centre at the West Moors site has gone live
- 2.42. A key risk facing the portfolio is how to handle System wide project and service costs with respect to PCDC. Matthew Metcalfe has offered his support to the process of resolving this.

Leading & Working Differently

- 2.43. Established executive sponsors for each programme of work and Trade Union representatives for the relevant delivery groups

- 2.44. #choosenursing marketing campaign has been launched successfully for the RNDA September 19 cohort with positive impact. RNDA working group has been established.
- 2.45. The Our Dorset Passport has been expanded significantly to include other professions and wider services. Feedback from the Integrated Urgent Care service is that the passport is having a very positive impact on the services ability to attract individuals to cover shifts.
- 2.46. Nominations process completed for the Our Dorset Talent Board, the programme is fully subscribed with a number of names in reserve.
- 2.47. Final preparations for the launch of the Our Dorset Development Hub, including the development of a communications plan, connectivity with wider key stakeholders and marketing materials for the event on 4 April 2019.
- 2.48. The Primary Care Network Workforce will be a stranding agenda item for DWAB and an integrated workforce planning and development group has evolved with leads for the key areas.

Urgent and Emergency Care

- 2.49. Sub-contracts have been agreed and signed for Integrated Urgent Care Mobilisation.
- 2.50. The IT System Go-Live has been pushed back to 1 July
- 2.51. 'Stretch' template for UTCs 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.
- 2.52. Patient engagement survey to test out and better understand current usage and local public understanding of existing MIU services sent to all MIUs. Collation of data will form part of the Decision-Making Paper.
- 2.53. Revised timeline in place with a proposed date of March for the 1st draft of the Decision Making Paper to be circulated for input to the UEC Delivery Board in May.
- 2.54. GP in the hub and SPoA SP Car schemes: funding agreed in principle to run for 6 months (01/04/2019 to 30 Sept 2019) to allow time for full evaluation and development of a business case with the aim of securing funding for an additional 6 months (to 31 March 2020). Purbeck car service to be reviewed alongside this.
- 2.55. The Ambulance Project Group will be paused and relaunched mid-April 2019. The group will be established in order to take forward the delivery of the STP Action Plan and key objectives of the transformation plan which forms part of the 999 contract.
- 2.56. 2 Year Contract for Dorset to remain in the Co-ordinating commissioner role for 2019 - 21 now agreed (03/04/19) between the 9 CCGs (Devon CCGs

merged on 01/04/19) and SWASFT, incorporating Quality, Workforce and Transformation to the traditional model of Activity, Finance and Performance.

- 2.57. Call stacking risk now entered on CCG corporate risk register – risk score of '25'. Risk will be assessed via the SW Quality Sub Group
- 2.58. DTOC is currently at 3.4% across the system just below the 3.5% target. Numbers of DTOC have improved overall from 2018-19 when comparing like-for-like.
- 2.59. Stranded patients teleconferences take place every Tuesday to discuss case-by-case any longstanding patients with some positive patient discharges as a result.
- 2.60. A multiagency peer review of stranded patients took place across the system during the first week of April. This was supported by ECIST. A report, including recommendations for future actions is due imminently and, alongside the McKinsey/Rand place based evaluation, will form the basis of an action plan to support the achievement of the new target of a reduction by 40% of patients experiencing a long length of stay.
- 2.61. Following the extension to Article 50, NHS England has requested trusts and providers to place no deal planning arrangement 'on hold'. Plans will then be ratified ahead of the new expected date of departure on October 31st 2019. The CCG and Dorset Council are however co-hosting a Seminar to consider the long-term impact of EU Exit on May 2nd. Other areas of EPRR can now progress

Integrated Travel Programme

- 2.62. The draft Strategic Outline Case executive summary was circulated to Transport Reference Group members on 19 October 2018. Feedback is being co-ordinated by Dorset Council.
- 2.63. A resource has been identified to start the data/finance modelling work for the Non-Emergency Patient Transport Services re-procurement, this work is developing and will be reported to the procurement working group which meets at the end of February. Discussions are ongoing with Dorset Council in relation to the other requirements of the original data modelling brief to determine what is required, now that we know the direction of travel with the Strategic Outline Case.
- 2.64. The departure of both the Programme Manager and Support Officer in September 2018 remains the ITP's most significant issue, along with Transport Reference Group not having met since the summer of 2018, causing the programme to be delayed.
- 2.65. As there haven't been any Transport Reference Group meetings, the timetable has not been reviewed so it is currently unknown whether the ITP programme will match the re-procurement timetable for Non-Emergency Patient Transport Services

3. System Engagement Update

Prevention at Scale

- 3.1. The Ageing Well workstream was explored with the Our Dorset PEG in a workshop at their meeting in January 2019. Feedback is being used to inform current definition and scope of the workstream.
- 3.2. There is ongoing and growing engagement through the LiveWell Dorset Facebook page.

One Acute Network

- 3.3. Bespoke facilitation and co-design training was delivered by Point of Care Foundation to 20 public engagement champions in March 2019.

Integrated Community and Primary Care Services

- 3.4. Ongoing work for the ICPCS Communications and Marketing Plan to be developed by locality.
- 3.5. The two new Engagement and Communications Coordinators with special responsibility for Patient Participation Groups (PPGs) development are pro-actively engaging with GP practices and PPGs across the county.
- 3.6. They have successfully supported a number of initiatives including the introduction and management of a locality PPG Chairs group and have supported PPG recruitment events which led to the setting up of two new PPGs

Digitally Transformed Dorset

- 3.7. Local people are being invited to join the “Crowd in a Cloud” – a virtual digital public engagement group. Health Champions and PPGs are supporting patients to get online at events held in practices.
- 3.8. Following extensive engagement, the Maternity Matters Dorset website has been successfully launched

Leading and Working Differently

- 3.9. The need for additional dedicated system wide engagement and communications capacity has been identified. Resources agreed at Dorset Workforce Action Board (DWAB) with a focus on digital marketing to enhance system recruitment and collaboration.
- 3.10. Staff engagement: following support from the SLT and SPB work will be undertaken to develop a shared vision and narrative across Dorset to coincide with the launch of STP 2. This work will be overseen by Nicola Plumb as the ICS Communications Lead and DWAB members will support in terms of staff engagement, building on the work and mechanisms within their own

organisations. The Vision and Narrative Steering Group will be resumed to support this work.

- 3.11. Long Term Plan – Staff engagement plans to be led by each organisation with overview provided by the ICS communications lead and network.

Integrated Travel Programme

- 3.12. An engagement and communication plan is currently being developed for the reprocurement of the non-emergency patient transport scheme (NEPTS). From 1/7/19 the booking service for NEPTS is being separated from the contract that EZEC currently holds and is being awarded to PTAC, Somerset CSU. This needs to be communicated to a wide range of people including GPs and the public. Eligibility criteria for transport will then be more stringently adhered to.
- 3.13. In anticipation of greater demand being placed on voluntary car schemes, the Communications & Engagement team is working with them to produce recruitment literature and media promotion.

Our Dorset Public Engagement Group

- 3.14. Following an update on the NHSE Public Engagement Discovery Project, discussions took place surrounding the role that the community and voluntary sector plays in the delivery of integrated health and care across Dorset.
- 3.15. Positive feedback was given around the Supporting Stronger Voices Forum, some suggestions were made such as further improvement to the panel Q&A and interactive view seeking sessions.

NHS England ICS Public Engagement “Discovery” project

- 3.16. Implementation of the action plan (as agreed by the IPG group) is being coordinated by the Our Dorset Engagement Leads Network.
- 3.17. Recognised community and volunteer centre leads have been invited to join the ICS engagement leads network to inform work to co-design future engagement approaches with these stakeholders.

Our Dorset Engagement, facilitation and co-design training project

- 3.18. To facilitate collaborative and consistent working across Dorset’s ICS the facilitation and co-design training is being rolled out to an additional 60 staff across the other partner organisations, delivered by the Point of Care Foundation.
- 3.19. The objective is to secure a ‘bank’ of 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.

- 3.20. The 60 trainees are currently being recruited and the training will be delivered in 2 cohorts of 4 days each in June and July 2019. We look to all partners to ensure maximum take up of the training.

Our Dorset Supporting Stronger Voices Forum

- 3.21. The Supporting Stronger Voices (SSV) 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.
- 3.22. Our Dorset SSV met on the 13 March 2019 with over 100 attendees. These meetings will now be held 6 monthly

4. Conclusion

- 4.1. The Governing Body is asked to **note** the report.

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