

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

Date of the meeting	18/09/2019
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 Objectives	<ul style="list-style-type: none"> • Prevention at Scale • Integrated Community and Primary Care Services • One Acute Network • Digitally Enabled Dorset • Leading and Working Differently 		
	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. Pathology:

- 2.1.1. Pathology IT replacement programme (LIMS) is reached the end of the due diligence and the contract has been raised to the framework. We have now entered a 30-day standstill period which will run until the first week of September. The contract will sit between RBCH and the supplier and be backed off with a collaboration agreement linking RBCH, PH and DCH.

- 2.1.2. Evaluation of the OJEU tender for the replacement of all equipment in pathology continues. The outcome will be reviewed by a regional Directors of Finance group meeting in mid-September.

2.2. Radiology:

- 2.2.1. The new pan Dorset CT scanner is due to go live for all Dorset patients on 19th August 2019. Training applications on the new CT scanner are in progress. Majority of the logistics for booking and scanning are in place.

- 2.2.2. Joint procurement of Out of Hours reporting using existing supplier completed – savings of £22K / annum expected due to benefits of scale from joint procurement. DCH to go ahead with a short-term contract and realise £7,000 saving.

- 2.2.3. Report from external review of Dorset Medical Physics has been released. The Medical Physics teams have been asked to review the recommendations and formulate an options appraisal.

2.3. Stroke:

- 2.3.1. Approval granted for a Joint Clinical Stroke Transformation lead across RBH and PHT.

- 2.3.2. Preparation for Application for Dorset to be a Pilot Site for NHSE Rehabilitation workstream.

2.4. Haematology:

- 2.4.1. Myeloma mapping and to be confirmed by DCH consultants prior to pan Dorset agreement and further steps agreed with Trust clinical leads.

2.5. Maternity:

- 2.5.1. The LMS delivery plan for 2019/20 has been approved and submitted to NHSE National Team. This has been accompanied by the LMS investment plan for this year. Colleagues from NHS's regional team joined the LMS Strategic Board meeting in June. The feedback was extremely positive and the Dorset LMS was congratulated on the progress being made.

East Reconfiguration

- 2.6. Merger Business Case – Structure and plan (with identified leads for each section) agreed at JET in May. First draft sent to NHSI for comment on structure and initial draft content at end of July. Awaiting feedback prior to circulation to Leads.
- 2.7. Patient benefits case – Deadline for completion of refreshed PBC by Aldwych end of August is on track. NHSI will be visiting the Trusts to talk to medical directors, nursing directors and clinical leads at end of Sept/early October. Draft plan for this sent to NHSI for comment. Awaiting feedback and suggested dates prior to circulation.
- 2.8. Due Diligence – Legal due diligence data collection continues with only 42% complete. Poole CQC PIR has caused some delays. Browne Jacobson drafting Legal DD report based on information received to date and will identify gaps/placeholders where required. Failed to achieve timeline so this area currently red.
- 2.9. Addressing the bed gap – review session with clinical leads on the options identified so far to close the post reconfiguration bed gap. Further work identified to develop options.
- 2.10. 1:200 drawings agreed and signed off, Critical Care awaiting sign off but not preventing progress with 1:50 design.

Integrated Community & Primary Care Services

- 2.11. Retreat West based in Dorchester now open. Full public launch planned for Oct 19 to coincide with World Mental Health Day
- 2.12. Wareham Surgery Estates and Technology Transformation Fund Outline Business Case has been submitted to NHSE.
- 2.13. Review of current housing developments underway with local authorities and NHSE to ensure the longer term needs of the transforming care cohort are being met.
- 2.14. Planning for development support has begun. A high level plan will go to the PCNs in the next week, to be followed with a detailed prospectus of the support offered including support external to the CCG that can be accessed.
- 2.15. Wareham Surgery Estates and Technology Transformation Fund Outline Business Case has been submitted to NHSE.

- 2.16. Award and mobilisation of the 'Health Coaching and Social Prescribing Service' contract.

Prevention at Scale

- 2.17. Dorset were successful in securing 3 pilot localities for developing mental Health teams around schools; W&P, Dorset and BCP
- 2.18. Reviewed the learning disabilities programme and agreed the need to review the Autism Pathway as a priority.
- 2.19. Living Well - A coordinated approach has been developed at system level with sign up across organisations. To develop workforce wellbeing, which includes and take up the single public health offer as part of wellbeing plans. Comprehensive plans are in place across the 7 main NHS/LA Dorset system organisations.

Digitally Transformed Dorset

- 2.20. The digital process in system requests for digital transformation/change/ input that was approved by DIG on July 2nd 2019 are in trial with IM&T teams currently to check the prioritisation matrix. The feedback will be presented to DIG in October 2019 for iteration prior to implementation. This is an activity that is working towards the deliverable of a digital process for system requests.
- 2.21. A revised governance has been circulated to the portfolio executives of DIG for comment and changes before circulation and consultation to the wider membership of DIG. This is an activity that is working towards the delivery of a robust digital ICS governance.
- 2.22. MOU's for the HSLI bids have now been signed and monies will be drawn down by end of August to respective providers (DHC and RBCH)
- 2.23. Changes, including Benchmarking comparisons, have been made to the three Dashboards (COPD, Frailty and Diabetes), after clinical review.
- 2.24. Financial pressures on our national funding streams are leading to us having issues with receiving monies we were expecting this year that were carried from last year (HSLI) and likely to impact expected funding streams for this year.
- 2.25. The DCR remains a core concern. We have engaged the consulting company to support a turnaround of the project and to drive through the remaining deliverables.
- 2.26. Continued support from all organisations to collaborate and work together, specifically as the DCR enters the next phase.

Leading & Working Differently

- 2.27. 95% return of Primary Care workforce tools and link to dashboard circulated to all Practice Managers and Clinical Directors. Conversations underway with some PMs to support their workforce planning.
- 2.28. Organisational Development microsite in development – due to launch end Aug 2019
- 2.29. Developing AHP Physiotherapy and Occupational Therapists recruitment marketing plan for Dec 2019.
- 2.30. Marketing & Digital plan developed (implementation plan in progress)
- 2.31. HEE challenging our approach to collecting local workforce data for Primary Care.

Urgent and Emergency Care

- 2.32. Continuing to ensure the 2 agreed UTCs are working at the 27 standards, workforce is sustainable and flow/ pathways are effective to support the pressured system.
- 2.33. Work continues to explore how an improvement in MIUs can support a more robust and sustainable Urgent Care Offer which could shift the pressures from ED.
- 2.34. The Ambulance programme has been agreed as one of the priority areas to focus on as part of the refresh of the UEC delivery Board with an Ambulance Delivery Plan currently being developed.
- 2.35. New targets and guidance released from NHS England regarding lost hours caused by handover delays. This will be taken forward via the refresh of the UEC Delivery Board and associated UEC delivery plan and priorities.
- 2.36. 999 Call stacking risk now entered on CCG corporate risk register – risk score now reduced to '20' from '25'. Risk will continue to be assessed via the SW Quality Assurance Group (QAG).
- 2.37. The Dorset System Resilience (DSR) tool has been live since January 2019 with acute data. 75% is fully automated seven days a week. A high percentage of Dorset County Hospital data is still via a manual feed which then requires a manual refresh into the DSR.
- 2.38. The biggest challenge for the rollout of the DSR has been the resource to support developments at pace. This was identified in the Business Case that was agreed by UEC Delivery Board to support the HSLI Digital Transformation Bid for monies. Because we have not progressed at the pace we had hoped which has led to some challenges with getting the system to engage.

- 2.39. The Emergency Planning Lead has submitted the CCG's annual self-assessment against the EPRR Core Standards. The CCG has self-assessed itself as being fully compliant against 40 of 43 Core Standards at this time, prior to meeting with NHS England on 22 August where final scores will be agreed.
- 2.40. The UEC Delivery Board is undertaking a period of development and review to ensure that it is effective in delivering U&EC Services within the architecture of the Dorset ICS. Patricia Miller has taken on the role of Co-Chair of the Board alongside Dr Simon Watkins

Integrated Travel Programme

- 2.41. The Transport Reference Group has not meet in 2019 as of yet but plan to meet in autumn 2019. However, a new Programme Manager has been appointed by Dorset Council (DC) and will recommence work on the Integrated Travel Programme agenda. The Support Officer role based at DCCG will also be filled by DC. Currently this remain a risk as one member of staff is not yet in post.

3. System Engagement Update

Our Dorset – looking Forward Survey

- 3.1. A survey was developed to seek the views of local people and staff on 6 priority areas for the development of health and wellbeing in Dorset.
- 3.2. Bournemouth University are analysing the results and their report will be used to inform the development of local plans. The report will be widely shared. For more information - see the Our Dorset website.

Ongoing public engagement

- 3.3. Engagement to inform changes to services and clinical pathways will be carried out in accordance with local engagement processes, national guidance and the duty to involve, on an ongoing basis.

Our Dorset engagement, facilitation and co-design training project.

- 3.4. To facilitate a collaborative and consistent approach to public engagement across Dorset's ICS The Point of Care Foundation were commissioned to develop and deliver a bespoke 4-day course in experience, engagement, facilitation and co-design skills to 80 engagement champions across the ICS partner organisations.

Next Steps

- 3.5. Processes are being put in place to support the network of champions, provide ongoing advice and guidance and monitor outcomes.

- 3.6. NHS England are supporting the development of a web based collaboration platform to facilitate ongoing communication, sharing, peer support and networking.
- 3.7. A member of the CCGs engagement and communication team will be facilitating this platform ½ day a week.
- 3.8. The contract with the Point of Care Foundation includes some additional follow-up support and the CCGs Senior Public Engagement Lead is meeting with the Point of Care Foundation on 19 August 2019 to explore this.
- 3.9. A case-study film has been made to share the development, delivery and outcomes of the training – including expectations, experiences and lessons learnt. This is currently being edited for sharing within Dorset and also regionally/nationally with other ICSs.
- 3.10. An engagement champions networking event is being planned for November 2019.

4. Conclusion

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

Table of Abbreviations

DCH	Dorset County Hospital
DCR	Dorset Care Record
DHC	Dorset Healthcare
DIG	Digital Informatics Group
ICS	Integrated Care System
IPG	Implementation and Planning Group
LMS	Local Maternity System
NHSE	NHS England
OAN	One Acute Network
PAS	Prevention at Scale
RBH	Royal Bournemouth Hospital
UEC	Urgent and Emergency Care
OJEU	Official Journal of the European Union
JET	Joint Executive Team
NHSI	National Health Service Improvement
CQC	Care Quality Commission
PIR	Post Infection Review
AHP	Allied Health Professionals
HEE	Health Education England
UTC	Urgent Treatment Centre
MIU	Minor Injuries Unit
ED	Emergency Department
BCP	Bournemouth, Christchurch & Poole Council
COPD	Chronic Obstructive Pulmonary Disease
EPRR	Emergency Preparedness, Resilience and Response

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