

**Trust Board Meeting  
30 November 2017**

Paper Title:	Transforming Care Programme
Section:	Public
Lead Director:	Debra Gilderdale, Director of Operations and Nursing
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Agenda Item:	<b>11</b>
Presented For:	Assurance
Paper Category:	Quality

**Executive Summary:**

This report sets out the progress for the Board since the last update to Trust Board in April 2016. It highlights the activities, risks and aims to provide assurance regarding the projects being monitored during 2017/18 through the Directors Business & Transformation Board.

The report summarises the changes, key challenges, deliverables and risks and issues impacting the transformation and transactional projects/programmes in 2017/18 and the transactional Cost Improvement Projects contributing to the Trusts sustainable savings.

**Recommendations:**

The Trust Board is asked to:

- Consider the report and note the CIPs delivered, in progress and substitution schemes that include forecasted non delivery in this financial year.
- Note the work being undertaken supporting the NHSI improvement schemes
- Note the forecasted financial achievements
- Identify any further assurance required

**Governance/Audit Trail:**

Meetings where this item has previously been discussed ( <i>please mark with an X</i> ):					
<b>Audit Committee</b>		<b>Quality &amp; Safety Committee</b>		<b>Remuneration Committee</b>	<b>Finance, Business &amp; Investment Committee</b>
<b>Executive Management Team</b>	X	<b>Directors</b>	X	<b>Chair of Committee Meetings</b>	<b>Mental Health Legislation Committee</b>
<b>Council of Governors</b>					

This report supports the achievement of the following strategic aims of the Trust: ( <i>please mark those that apply with an X</i> ):	
<b>Quality and Workforce:</b> to provide high quality, evidence-based services delivered by a diverse, motivated and engaged workforce	X
<b>Integration and Partnerships:</b> to be influential in the development and delivery of new models of care locally and more widely across West Yorkshire and Harrogate STP	X
<b>Sustainability and Growth:</b> to maintain our financial viability whilst actively seeking appropriate new business opportunities	X

This report supports the achievement of the following Regulatory Requirements: ( <i>please mark those that apply with an X</i> ):	
<b>Safe:</b> People who use our services are protected from abuse and avoidable harm	X
<b>Caring:</b> Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	X
<b>Responsive:</b> Services are organised to meet the needs of people who use our services	X
<b>Effective:</b> Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	X
<b>Well Led:</b> The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	X
<b>NHSI Single Oversight Framework</b>	

Equality Impact Assessment :
This should take place at approval and consultation stage through the standardised board governance and quality impact assessment.

## **Freedom of Information:**

### **Publication Under Freedom of Information Act**

- This paper is exempt from publication under S43: Commercial interests

#### *Reason for Exclusion:*

- S43 - Disclosure of the information would be likely to damage an organisation's commercial interests. Those interests may be those of the Trust, one of its suppliers or one of its customers

## Update on the Directors' Business & Transformation Programme

### 1. Background and Context

- The Directors' Business & Transformation Programme is established to provide oversight and enable the implementation of change and transformation programmes set out in the Trust's 5 year integrated business plan (IBP)/5 year forward view.
- The Trust and wider health care systems face increasing pressure in meeting the demands of a growing population in the face of public sector funding constraints.
- The Directors' Business & Transformation Board has needed to manage and respond to a number of challenges in 2017/18 to achieve the £7.94m reductions, and is continuing to manage a number of scope changes and mitigate for non-recurrent schemes that have been agreed through a robust quality impact assessment process.
- At the end of month 7 £7.61m of the required £7.94m savings are forecasting to achieve and there is continuous monitoring process of the schemes agreed. This leaves a forecasted shortfall of £363K
- Projects are rated Red where they exceed 10% tolerance and Amber if they are 3-10% below the delivery forecast or do not have a robust recurrent delivery plan to achieve the forecasted benefits and cost savings.

### 2. Project/Programme Updates

The transformational projects for 2017/18 are set out below. All of these have governance arrangements in place through the Directors Business & Transformation Board and are required to have a thorough, detailed Quality Impact Assessment. Through this process the schemes have been updated to reflect the delivery or in some cases substituted schemes. Given the scale of transformation the Mental Health and Community Programme is scheduled to transform over a 2 year period.

Detailed projects and plans are being developed for the 2018/19 programme with plans to Quality Impact Assess this in the next 2 months.

Ref	Project	Original CIP Target	Forecast	Sponsor
1.5	<p>Adult Physical Health Schemes 17-18</p> <p>The Outstanding Steering Group and Board, has been created to support all areas of transformation.</p> <p>Work continues across both Bradford and Airedale in relation to Accountable Care and new models of care, including the assessment of the impact of the creation of community intervention teams. The business unit is leading on the development of 'localities' within Bradford/Airedale.</p>	£631k	£819k	Phil Hubbard

	Community Nursing Services capacity and demand work, which links to the National Quality Board is progressing including service redesign. Negotiations with commissioners have commenced re increasing demographics, extra care housing and demands on the service.			
1.6	Children's CIP Schemes 17-18  1) All schemes forecasting to be on track and all schemes Quality Impact Assessed. The impact of CIP savings is monitored via safer staffing, monitoring caseloads, and staff well-being and reported to the BUPM meetings, Staff working to improve the ICP and referral pathways.  2) Children's service estates revision – are on track to complete during 2017/18.	£668k  £281k	£668k  £281k	Cathy Woffendin
5.28	Estates and Facilities CIP Schemes 17-18  1) Estates & Facilities 17/18 - Project Initiation Document and plan have now been approved through Quality Impact process including the £160k food services savings being delivered.	£954k	£928k	Andrew Morris
5.29	Trust Procurement CIP Savings 17-18  (£40K SLA savings not found have been added to procurement target)	£492k	£255k	Andrew Morris
3.7	Inpatients, Dental and Admin CIP Schemes 17-18  Budgets expected to overspend across Specialist inpatient services despite substantial work to monitor roster, cross deployment and to improve sickness rates. Substantive staff still to onboard.	£911k	£685k	Alison Bingham
2.3	Mental Health and CIP Schemes 17-18  2 year Transformation Programme PID was signed off in May 2017. 90 day projects collaborating with NHSI: Criteria Led Discharge has gone live with the admission and discharge tracker which is demonstrating early quality improvements and reduction in Length of Stay. The revised process and dashboard tracking was rolled out end October to all acute wards. The Auto rostering 90 day pilots learning is being disseminated to embed across acute wards.	£1644k	£1474k	Simon Long

5.3 and 7.0	Corporate Schemes – (not inc. Estates)	£1780k	£1929k	Multiple DD's
	<p>Not scoped at last report to Trust Board and has been re worked and quality impact assessed in line with - Corporate benchmarking.</p> <p>These totals are from the following services -</p> <p>Specialist Nursing (Patient Exp, SI's etc) £124k</p> <p>Finance £303k</p> <p>HR £370k</p> <p>Informatics £132k</p> <p>Quality &amp; Governance £116k</p> <p>Corporate Benchmarking/Other £735k</p>			
	Roster /shift system – Deferred to next financial year although work undertaken this year to pilot and financially model following the lessons learned from the pilot wards.	£319k	0	
	<b>TOTAL</b>	<b>£7974k</b>	<b>£7610k</b>	<b>Forecasted shortfall of £363K</b>

### 3. Financial and Quality Implications

- The projects, monitored and governed by the Board were agreed and set out as £7.94m and are set to realise £7.61m against this target in 2017/18 leaving a shortfall forecast of £363K.
- At the beginning of the financial year a number of projects were not fully scoped and were given stretch targets. The transformational and transactional projects have been scoped with detailed financial and transformational plans extending over 2 years in business units and across organizational project plans.
- Quality Impact Assessment panels continue to robustly review and challenge the detailed project plans to ensure quality can be maintained and a number of schemes have been rejected to be reworked throughout this year.
- Plans for the 18/19 Cost Improvement Schemes are underway with Quality Impact Assessment Panels scheduled this during November and December. The Quality impact schedule has been brought forward this year in recognition of the need for longer lead in times given the increased challenge in achieving the required stretch cost improvement savings. Many of the schemes are still being scoped and are lower value and starting the process earlier should enable the robust scrutiny required and time built in to represent if schemes are rejected or need re work.

### 3.1 Legal and Constitutional

None.

### 3.2 Resource

Resources to support all the transformation schemes are currently funded through the PMO, Business Support and Improvement Team.

### 3.3 Quality and Compliance

- All the projects have undergone robust Quality Impact Assessments with regular (bi annual) reviews with agreed Key performance indicators inclusive of lessons learned any quality or compliance recommendations.

### 4. Risk Issues Identified

<b>Risk</b>	<b>Likelihood High/Medium/Low</b>	<b>Implication</b>	<b>Mitigation</b>
Many non-recurrent schemes (often low cost) have been put forward this financial year	Medium	Slippage to the sustained CIP programme	Continue to QIA all schemes and consider full implication of all schemes.

### 5. Communication and Involvement

Project/Programme specific communication plans are in place.