

BDCFT TRUST BOARD MEETING

May 2018

Paper Title:	Transforming Care Programme Update
Section:	Public
Lead Director:	Debra Gilderdale - Director Operations and Nursing
Paper Author:	Joanne Gott, Head of PMO, Business Support and Improvement
Agenda Item:	11
Presented For:	Assurance

1. Purpose of this Report

This report sets out the progress for the Board since the last update to Trust Board in October 2017. It summarises 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 key achievements of the 2017/18 Transformation projects and the achievement of £7.351m 2017/18 and sets out challenges, deliverables and risks and issues ahead for the transformation projects/programmes in 2018/19. In addition it notes the transactional Cost Improvement Projects required, delivering sustainable transformation and savings.

The appendix is a summary at a high level overview of the scoped projects for 2018 /19 and is scheduled to report by exception any issues in progress /delivery to the Trust Board,. The projects are monitored and directed by the Directors Business & Transformation Board in 2017/18.

2. Summary of Key Points

- The Directors Business & Transformation Programme is established to provide oversight and enable the implementation of change and transformation programmes.
- The 2017/18 Cost Improvement Programmes and transformation supported the delivery of the whole year financial saving of £7.973m
- 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 transformations should contribute to the regional Sustainable Transformation Programme.
- The Directors Business & Transformation Board needs to manage and respond to a number of challenges in 2018/19 to achieve the £7.351m reductions and has needed to manage a number of scope changes and sustain the required quality.

- The 2018/19 planned programmes that have been quality impact assessed amount to £4.242m with a shortfall of £3.109m yet to be fully scoped to achieve the required £7.351m

3. Financial Implications

The projects, monitored and governed by the Board are on schedule to achieve £6.851m against a target of £7.351m for 2018/2019. There is a high risk reserve of £500k

Revenue Capital

4. Legal Implications

None.

5. Assurance

	Assurance provided
Board Assurance Framework	Yes
CQC Themes (see below)	Yes – All
Monitor Risk Assessment Framework	Yes
Other (please specify):	

This paper provides assurance in relation to the following CQC Themes:

Safe:	People who use our services are protected from abuse and avoidable harm
Caring:	Staff involve people who use our services and treat them with compassion, kindness, dignity and respect
Responsive:	Services are organised to meet the needs of people who use our services
Effective:	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.
Well led:	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.

6. Equality Impact Assessment

This occurs at approval stage through the board governance and quality impact assessment. The Project Initiation Document reflects any known equality impacts and is assessed on each project risk assessment

7. Previous Meetings/Committees Where the Report Has Been Considered:

Audit Committee	<input type="checkbox"/>	Service Governance Committee	<input type="checkbox"/>	Remuneration Committee	<input type="checkbox"/>	Resources Committee	<input type="checkbox"/>
Executive Management team	<input checked="" type="checkbox"/>	Directors Meeting	<input type="checkbox"/>	Chair of Committee's Meeting	<input type="checkbox"/>	MH Legislation Committee	<input type="checkbox"/>

8. Risk & Issues Identified for Discussion

The key risk for the Directors Business & Transformation Board programme is that the Trust may be unable to successfully deliver the sustained transformation and organisational change required.

9. Links to Strategic Drivers

Patient Experience	Quality	Value for Money	Relationships
The Transforming Care Programme aims to deliver a range of projects which underpin the Trust's service development plans, strategic objectives and overall service strategy as described in the Trust's Integrated Business Plan.			

10. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act

11. Recommendations:

That the Trust Board is asked to:

- Consider the report and note the Cost Improvement delivered in 2017/2018 of £7.973m.
- Note the CIP Programme for 2018/19
- Note the planned programme of transformation and Quality Improvement Projects scoped for 2018/19 to enable the delivery of £7.351m.
- Identify any further assurance required.

Transforming Care Programme Update

1. Programme Scope

In March 2018 the Directors Business & Transformation Board noted achievements of the Transformation programme in 2017/18 supporting the delivery of savings amounting to £ 7.973m. these were

Ref	Project
5.3	Transactional
1.5	Adult Physical Health Schemes 17-18
1.6	Children's CIP Schemes 17-18
5.28	Estates and Facilities CIP Schemes 17-18
5.29	Trust Procurement CIP Savings 17-18
3.7	Inpatients, Dental and Admin CIP Schemes 17-18
2.3	Mental Health and CIP Schemes 17-18
	Corporate Schemes

The Directors Business & Transformation Board managed challenges and scope changes in year through 2017/18.

The plans and projects for 2018/19 have been scoped and the Directors Business & Transformation Board monitor and receive monthly highlights reports. The Finance Business and Investment Committee have supported a lean exception reporting/highlights report.

Significant work continues to progress the 2018/19 transformation programme, including large scale activity planned to redesign Mental Health Acute and Community Services pathway.

All have a Project Initiation document or are being drafted to be approved by the lead Deputy Director and assessed through the agreed Quality Impact review.

Given the continued transformation thorough planning and engagement with stakeholders continues to ensure quality is being maintained when developing all the Business cases and Project Initiation Plans have appropriately required some remodelling. There is rigour and challenge in the robust Quality Impact Assessment process.

The expectation is that all initial Project Initiation documents will have gone through an initial Quality Impact Assessment by the end of July 2018, with additional updates for schemes that require flexibility in delivery (procurement and estates).

The PMO, Business Support and Improvement team are engaged with Deputy Directors in supporting them with development of their PID's, Quality Improvements and consideration of additional Cost Improvement and saving opportunities.

The Programme for 2018/19 and financial CIP are set out in below. Blue are the transformational projects being supported by PMO/Business Support. The purple projects reflect transactional corporate savings with identified Project Initiation Documents (PIDS) that have been approved via QIA desktop

Ref	Service	PID Supplied
1.7	Adults Physical Health	Y
7.5	Procurement	N/Due in July 18
7.4	Estates Rationalisation	Y
7.9	HR/Interpreting	Y
2.3.1	Acute Mental Health	Y
3.8	Specialist Inpatients & Dental	Y
1.8	Children's Bradford	Y
1.9	Childrens's Wakefield	Y
8.2	Vacancy Factor	Y
8.3	EIP Savings	Y
7.1	Finance	Y
7.2	Corporate Exec Admin and Comms	Y
7.3	One Public Estate	Y
7.7	Business Intelligence & Performance	y
7.8	Quality/Risk/Governance	y
8	PMO/BSI	Y
8.1	Informatics	Y

2. 2018/19 Transformation Projects at Risk

Of the 8 projects for 2018/2019 - 2 are currently rated Amber Programmes in the Business Units (Specialist Inpatients/Admin/Dental and Estates Rationalisation) and 2 Red (Mental Health Acute and Procurement).

2.3.1 Mental Health Acute and Community Services

The PID for the whole service transformation is now in year two of the two year transformation programme for adult mental health acute and community services.

The PID was quality impact assessed in December 2017 and reviewed again in April 2018 to include Dual Diagnosis re-modelling and the outstanding savings are due to return in July 2018.

This quality review noted the first 12 months progress against plan and endorsed the programme to transform the model of care under 3 workstreams – Wellbeing College, Intensive Wellness Centre and Recovery and Prevention Service.

The programme is progressing as planned in the delivery of a new modal of care including:-

- 1) Workforce
- 2) Service Delivery
- 3) Care Pathways
- 4) Standard Operating Procedures
- 5) Key stages
 - a. Assessment
 - b. Treatment
 - c. Transition
 - d. Discharge

Each workstream has an established task and finish groups to focus on required activity as well as an established MHACS Transformation steering group to oversee all transformation within this PID and the interdependent projects.

A number of projects and programmes of work are being tracked in support of the transformation PID i.e. SystemOne development, zero vacancy etc.

Activity during Quarter 1 2018 will focus on developing a project plan and key milestone activity to achieve delivery of the 2 year transformation activity by the 1st April 2019 as initially outlined. The project plan will be managed through regular meetings.

The key dependency to deliver the whole pathway is the review of the medical model and this strand of work is to be accelerated during quarter 1 and 2 of the year.

1) Wellbeing College

Continue with progression to VCS offering the courses and support interventions.

Ongoing review and implementation of changes to the Psychological therapies offer across the MHACS pathways.

Ongoing development of self-referral guides and review of course and materials to support the My Wellbeing College offer.

Ongoing review of appropriate estate and location/therapy space for delivery of activity.

2) Intensive Wellness Centre

Continue with strengthening of and delivery of the "Care Closer to Home" programme of work.

Ongoing delivery and embedding of the outcomes, activity and principles following the NHSI, 90 day programmes of work which were criteria led discharge and autorostering and trial of changes in shift patterns.

Ongoing strengthening of the care pathway offers across the full patient journey which is to be supported with a review of workforce and skill mix to support the model of care.

3) Recovery & Prevention Service

Focus on required activity to support the Dual Diagnosis CIP model revisions.

Review of CMHT Recommendations from 2017 report and revisit of prioritisation of these.

Ongoing strengthening of the care pathway offers across the full patient journey.

Ongoing review of workforce and skill mix to support the model of care.

Alignment with “Care Closer to Home” model in support of intensive wellness centre offer.

7.5 Procurement

There is a £250k CIP targeted at procurement this year. This is in addition to the £236k achieved in 17-18. Currently the PID is being drafted and it is scheduled to be updated quarterly with a further review of the Quality Impact Assessment in July 2018 once the schemes have been approved.

A Procurement steering group has now re-launched, chaired by Claire Risdon. Terms of Reference for the group has been agreed and Action Plan and clear activity outlined, along with principles of procurement savings drafted with Airedale Supplies.

Currently there is not an agreed list of savings with agreed apportionment with DD's to achieve the £250k procurement savings. This will need to be worked up and signed off during Quarter 1 of 2018-2019.

No KPI's identified at this stage, this will be tracked as a financial CIP saving. Individual procurement exercises may generate some project specific KPI's which will be tracked through a project management process i.e. quality of interpreting offer.

7.4 Estates Rationalisation

The overall £354k savings figure for 18-19 is split into 2, with savings already found in 2017-18, and an outstanding £160k to find in new schemes in 2018-19. This will remain challenging and estates will need to work closely with operational services to finalise and achieve this figure.

The 17-18 schemes achieved £194k savings.

3.8 Specialist Inpatients/Dental and Admin

Although the CIPs have been Quality Impact Assessed the DAU and ATU overspend from 17-18 remain unfunded and alternate plan is to be considered by the Quality Impact review in July 2018. The remainder of the agreed schemes for 18-19 are on track to achieve.

Non -recurrent underspend within the business unit is being used to mitigate the shortfall in the savings required.

In addition a staff restructure is being progressed.

5. Recommendations

That the Trust Board is asked to:

- Consider the report and note the Cost Improvement Programme delivered in 2017/2018 of £7.973m.
- Note the Cost Improvement Programme for 2018/19
- Note the planned programme of transformation and Quality Improvement Projects scoped for 2018/19 to enable financial savings of £7.351m.
- Identify any further assurance required.