

BDCFT TRUST BOARD MEETING

November 2018

Paper Title:	Transforming Care Programme Update
Section:	Public
Lead Director:	Debra Gilderdale - Director Operations and Nursing
Paper Author:	Joanne Gott, Head of Quality Improvement, 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 May 2018. It summarises the activities, progress, risks and aims to provide assurance regarding the projects being monitored during 2018/19 through the Monthly Directors Business & Transformation Board.

The report summarises the key achievements to date and specific Transformation projects and financial mitigations that are in place to achieve £7.351m in 2018/19 and references the challenges, deliverables and risks and issues being addressed for the projects/programmes in 2018/19.

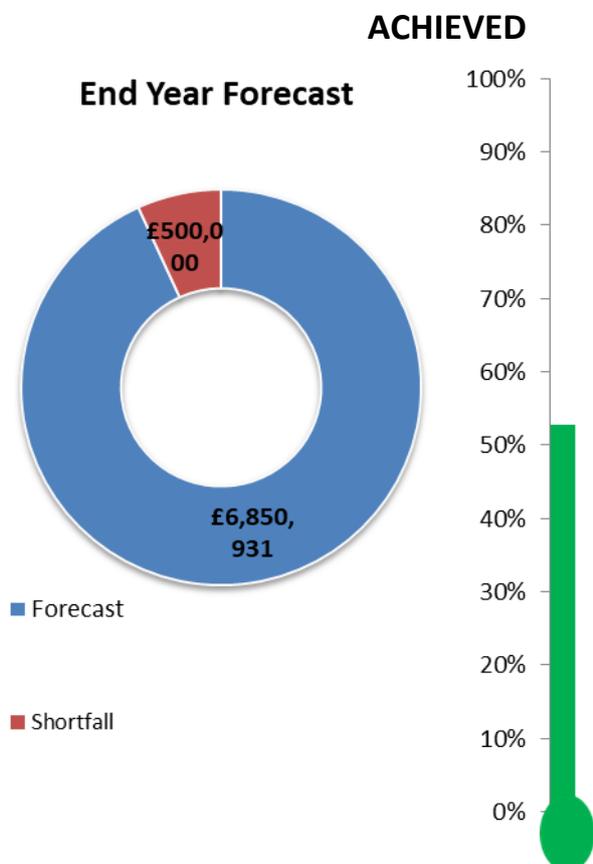
The appendix is a summary at a high-level overview of the agreed projects for 2018 /19 and continues to report monthly by exception any issues in progress /delivery to the Trust Board. The projects are monitored and directed by the Directors Business & Transformation Board.

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 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 support to the Integrated Care System and align with the aims of the region.
- 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 £5,484 with a shortfall of £1.87m being derived from in year mitigations. This leaves a carry forward of risk items for 2019 /20 that is being considered as part of the wider sustainability challenge. There is an inclusion of £500k that is a high risk reserve too that is included in this shortfall.

3. Financial Implications

The projects and in year mitigations at Month 7 that are monitored and governed by the Board are on schedule to achieve £6.851m against a target of £7.351m for 2018/2019.



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 forecasted achievement of the transformation programmes and Cost Improvement Progress against delivery forecast for 2018/2019.
- Identify any further assurance required.

Transforming Care Programme Update

1. Programme Scope

In May 2018 the Trust Board noted financial achievements of the Transformation programme in 2017/18 of £ 7.3 Million

The Directors Business & Transformation Board continue to monitor the plans and projects to monitor the transformation programme and receive monthly highlights through exception reports for 2018/19. The Finance Business and Investment Committee provide assurance through a lean exception report/highlights report process.

Significant work is in progress to deliver against the 2018/19 transformation programme, including large scale activity planned to redesign Mental Health Acute and Community Services- care closer to home.

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

Given the increased challenge of making the required cost improvement programme and the scale of transformation there has been robust scrutiny and rejection of some projects that have been put forward. Project Initiation Plans have required some remodelling, following the rigour in going through the QIA process.

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

2. 2018/19 Transformation Projects At Risk

Of the 8 projects for 2018/2019 - 3 are currently rated as red, these are (Specialist Inpatients/Admin/Dental and Estates Rationalisation).2 (Mental Health Acute and Procurement). 3 Children's Services

Programme Overview	All	£3872k: 53% achieved by M7. Plan scheduled to deliver increased savings ratio later in year. Estimated to require £500k Trust reserves plus significant non-recurrent mitigations. Plan for 2019/20 and achievement of our Sustainable Organisation underway	7,351,111	
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2.3.1 Mental Health Acute & Community	Simon Long	On track to deliver 50% of workforce in new model by 1st April 2019 with 100% by 1st April 2020. Acute inpatients working to new 2 shift system, consultation planned to be completed by 1st Jan with implementation in 19/20. Demand for additional staff increased however agency use on inpatients reducing and increased use of bank staff.	2,026,905	
1.7 Adult Physical Health	Phil Hubbard	On track. Underspend is being used to mitigate	89,000	
3.8 Specialist Inpatient, Dental, admin	Allison Bingham	Forecasted year end shortfall remains £867k. Carried over 2017-18 savings on DAU/ATU still unfunded. Bank& agency remains high. Remainder of plan for dental/admin on track.	1,279,318	
1.8 Children's Bradford	Phil Hubbard	Awaiting formal outcome of 0-19 tender. Digital Innovation business case stalled, alternate solution put forward	1,089,000	
1.9 Children's Wakefield	Phil Hubbard	Restructure on track. IT infrastructure issues/printing etc has been escalated. BU underspends being used as mitigations.	94,000	
7.3-7.4 Estates & Facilities - Estates Rationalisation	Andrew Morris	Plan in place to achieve all estates reduction savings via estates management such as rent free periods, and 2017/18 recurrent schemes. Work underway to explore opportunities for further 2019/20 estates reductions.	741,000	
7.5 Procurement	Claire Risdon	£83k savings now approved and still forecasting to achieve total however disputes in share of procurement are still to be resolved.	250,000	
7.9 HR Interpreting Services	Fiona Sherburn	On track to exceed forecasted savings however significant work underway to deliver consistently across all services behaviour change/process changes operationally	34,000	
Corporate Schemes (PMO, Finance, Informatics, Quality, Performance, Occ Health, HR)	All Corporate	Significant additional mitigations suggested and agreed by DBY in October. Benchmarking peer review feedback and opportunities from Corporate Services positive but still some outstanding teams to complete	1,747,888	

5. Recommendations

That the Trust Board is asked to:

- Consider the report and note the CIP progress against delivery forecast for 2018/2019.
- Identify any further assurance required.