

BDCFT TRUST BOARD MEETING

May 2019

Paper Title:	Transforming Care Programme Update
Section:	Public
Lead Director:	Patrick Scott Chief Operating Officer
Paper Author:	Joanne Gott, Head of PMO, Business Support and Improvement
Agenda Item:	10
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 Nov 2018. It summarises the activities, progress, risks and aims to provide assurance regarding the projects being monitored during 2018/ and 2019-20 through the Monthly review at Senior Leadership Group (SLG).

The report summarises the key achievements to date and specific Transformation projects and financial mitigations that are in place to achieve £6.309 in 2019/20 and references the challenges, deliverables and savings delivered via projects in 2018/19.

The appendix is a summary at a high-level overview of the agreed projects for 2019/20 and continues to report monthly by exception any issues in progress /delivery to the Trust Board. The projects are monitored and directed by SLG.

2. Summary of Key Points

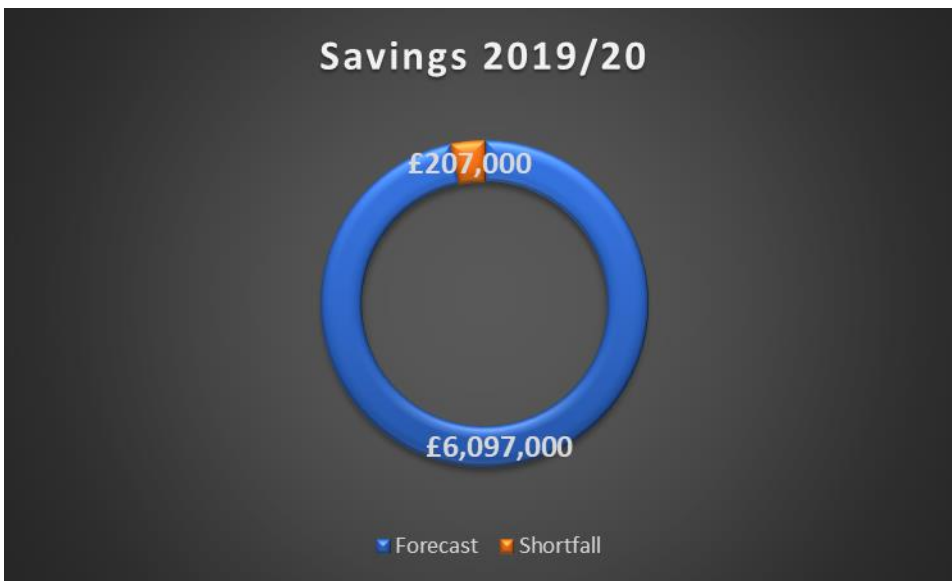
- 2018/19 performance in terms of savings delivery achieved the target of £7.31m.
- There is a concern as this total included 30% non-recurrent savings, and a shortfall against plan of £1.87m which was mitigated through utilising underspend in year.
- This leaves a carry forward of risk items for 2019 /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.
- The Directors Business & Transformation Programme is now being governed through the Senior Leadership Group, to enable the implementation of change and transformation programmes. In addition Programmes to align with our strategy deployment are being finalised.
- 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.
- Transformation should support Integrated Care System and align with regional aims.
- SLG needs to manage and respond to a number of challenges in 2019/20 to achieve the £6.309m reductions and will likely require a number of scope changes to sustain the required quality.

- Significant transformation across both Mental Health/Medical and Children's services will pose significant challenges in delivering quality, budget reductions in the timelines expected.

3. Financial Implications

As we prepare for the new financial year, with new operational structures/care groups, reporting and budgets must align with this new way of working.

In terms of CIP achievement YTD by Month 1 we have achieved 5% of savings planned. With 30% of savings at risk, and not been quality assessed.



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 2019/2020.
- Identify any further assurance required.

Transforming Care Programme Update

1. Programme Scope

In Apr 2019 the Trust Board noted financial achievements of the Transformation programme in 2018/19 of £ 7.3 Million.

SLG has replaced Directors and Transformation Board to monitor plans and projects within 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 2019/20 transformation programme, including the progress of large scale strategy deployment which will incorporate the ongoing redesign Mental Health Acute and Community Services, Medical Model /care closer to home and remodelling of 0-19 Bradford Children's services.

All projects have a Business Case, PID and governance supported by Project Management and Business Support /Quality Improvement and supporting the General Managers/Deputy Directors and have and continue to be assessed through agreed Quality Impact processes.

Given the increased challenge of making the required cost improvements 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.

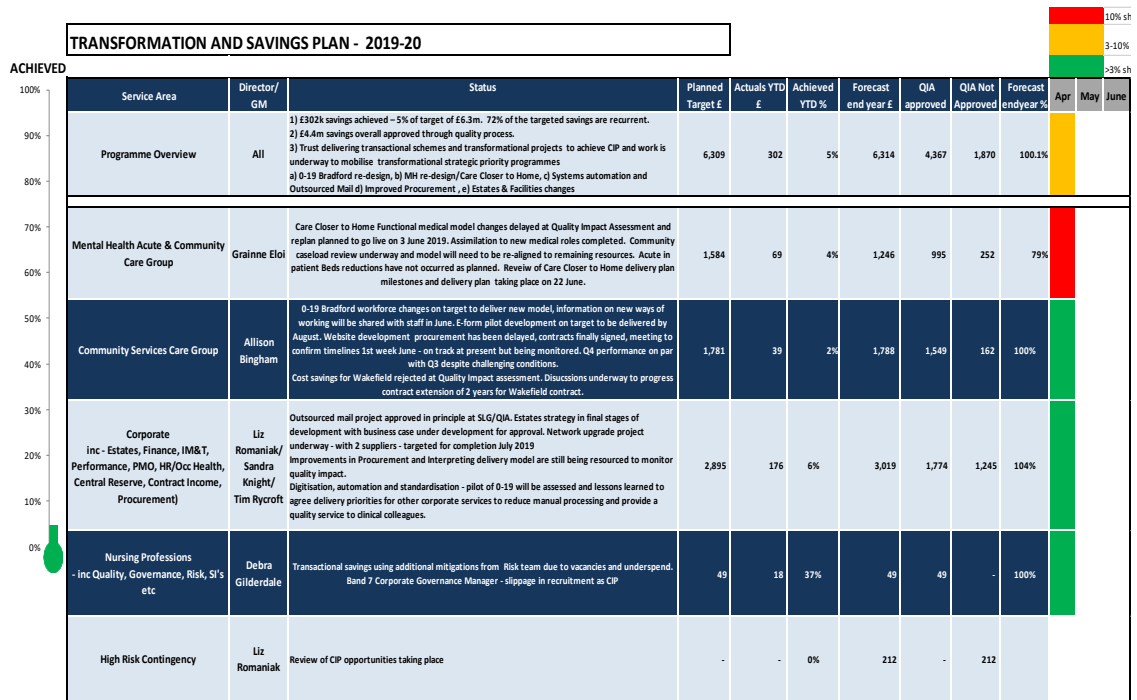
The PMO, Business Support and Improvement team are engaged with Senior Managers in supporting them with development of Business Cases, PID's, and Quality Improvements and continue to support and bring forward additional CIP saving opportunities in year.

2. 2019/20 Transformation Projects At Risk

Of the main projects being reported by the Transformation team for 2019/2020 –

- Mental Health Transformation/ Care Closer to Home - currently rated **Red**
- 0-19 Children's service re-design – currently rated **Amber**
- Corporate schemes (including Mail Review, Interpreting re-design, Estates reductions/new strategy and Procurement) – currently rated **Amber**

Month 1 Summary is outlined overleaf



3. Strategic Programmes under development

During 2019/20 development is underway to align our strategy deployment. The Trust is scoping and planning the delivery of the following key projects.

1. Implement *The Care Trust Way*
2. Sustainability Programme
3. Transform CAMHS
4. Implement 0-19 Delivery Model
5. Implement a Talent Management Strategy
6. Implement an Involvement Strategy
7. Work with Innovation Partners
8. Improve Staff Retention
9. Transform Dementia Pathway
10. Embed Clinical Staff within Primary Care
11. [Workforce] Equality
12. Implement Care Closer to Home
13. Growth and Business Development

4. Recommendations

That the Trust Board is asked to:

- Consider the report and note the progress and programmes under development in Transformation, Risks and Issues which relate to both delivering and sustaining activity whilst at the same time budget reductions.
- Identify any further assurance required.