

**NHS BOLTON CLINICAL COMMISSIONING GROUP
Public Board Meeting**

AGENDA ITEM NO:9.....

Date of Meeting:26th January 2018.....

TITLE OF REPORT:	Locality Plan Quarterly Report	
AUTHOR:	Melissa Surgey Head of Planning, Performance and Policy	
PRESENTED BY:	Melissa Laskey Director of Service Transformation	
PURPOSE OF PAPER: (Linking to Strategic Objectives)	To update the CCG Board on progress to date on the Bolton Locality Plan and Transformation Fund. To inform the CCG Board of future developments planned in this area.	
LINKS TO CORPORATE OBJECTIVES (tick relevant boxes):	Deliver Year 2 of the Bolton Locality Plan.	√
	Ensure compliance with the NHS statutory duties and NHS Constitution.	
	Deliver financial balance.	
	Regulatory Requirement.	
	Standing Item.	√
RECOMMENDATION TO THE BOARD: (Please be clear if decision required, or for noting)	The CCG Board is asked to note progress to date and comment on the future developments set out in this paper.	
COMMITTEES/GROUPS PREVIOUSLY CONSULTED:	N/A	
REVIEW OF CONFLICTS OF INTEREST:	Conflicts of Interest are reviewed throughout the Locality Plan process.	
VIEW OF THE PATIENTS, CARERS OR THE PUBLIC, AND THE EXTENT OF THEIR INVOLVEMENT:	Patient views are not specifically sought as part of this report.	
OUTCOME OF EQUALITY IMPACT ASSESSMENT (EIA) AND ANY ASSOCIATED RISKS:	EIA and an assessment is not considered necessary for the report.	

1. INTRODUCTION

Delivery of the majority of work programmes under the Bolton Locality Plan is underway at the end of Quarter 3 of Year 2. Transformation remains focused on the following themes within health and care:

- Population Health and Prevention
- Primary Care
- Urgent Care
- Integrated and Community Care
- Planned Care
- Care Homes and Home Care
- Mental Health
- Learning Disabilities
- Children's and Maternity

Delivery of this transformation is being facilitated by key enablers:

- Workforce
- Information Management and Technology (IM&T)
- Technology Enabled Care (TEC)
- Estates
- Co-design, Communications and Engagement
- Development of a Local Care Organisation (LCO) and integrated commissioning

The 2017/18 Quarter 1 report to the Board gave an overview of governance, the outcome of the Transformation Fund proposal and proposed monitoring and reporting arrangements. Quarter 2 focused on the business case summary process to support allocation of Transformation Fund monies, key project deliverables and outlined a commitment to embedding robust reporting, monitoring and evaluation processes in Quarter 3.

The report for Quarter 3 provides an overview of projects being delivered thus far, key highlights and risks. It also summarises the strengthened approach to programme management agreed by the System Sustainability and Transformation Board and Health and Wellbeing Board Executive. Finally, the need to evaluate progress against agreed outcomes, review plans for 2018/19 (Year 3) and develop sustainability plans beyond the lifespan of the Transformation Fund in 2019/20 is highlighted.

2. QUARTER 3 HIGHLIGHTS

- The vision and principles for the Local Care Organisation (LCO) and integrated commissioning have been agreed by system partners and action plans are being developed and implemented. The focus for the remainder of 2017/18 will be developing the neighbourhood leadership model and governance, with formal legal arrangements to be agreed and progressed in 2018/19.
- 30 practices have gone live with the Bolton Care Record, covering 72% of the Bolton population with expansion to social care and other partners. Positive feedback has been received regarding improved information sharing and avoidance of unnecessary admissions and tests. Work is ongoing to support the remaining practices.
- The NESTA '100 Day Challenge' embraced by staff across all partner organisations and is driving multi-disciplinary staff-led change across integrated and community care in 3 neighbourhoods. The initiative has been empowering staff to make service improvements in frailty and end of life care with a focus on people-centred outcomes. The learning from the 100 days is being evaluated to enable full roll out as part of the neighbourhood development programme.
- The Waters Meeting House ophthalmology service went live in November 2017, offering approximately 2,300 more appointments in 2017/18, moving to 5,000 more in 2018/19 for patients requiring long-term follow up.
- The Care Homes Excellence Programme fully established with £291k of grants awarded to improve resident wellbeing in care homes and 26 of 34 care homes enrolled on the Leadership Programme.
- Immedicare (telehealth support to care homes) is now live, providing Bolton care homes with virtual access to a GP and other health professionals to reduce ambulance call outs and emergency admissions to hospital from care homes.
- The local enhanced service (LES) for enhanced primary care to care homes has been agreed, with 84% of care homes allocated a single link GP practice. Community mental health practitioners have been recruited to provide further support to care homes. Development of the swallowing and dietetics and component of the model will be finalised by the end of January 2018.
- Final Investment Agreement has been agreed and signed with between Bolton locality leadership and the Greater Manchester Health and Social Care Partnership.

3. QUARTER 3 RISKS AND LOWLIGHTS

There are a number of significant risks to delivery of the Locality Plan and system sustainability. These risks are escalated to System Sustainability and Transformation Board and Health and Wellbeing Board Executive. These are logged in the locality risk register and risks scoring 16 and above are reported quarterly to the GMHSCP. Key risks and mitigations this quarter include:

Risk	Mitigation
Insufficient resources from the GM Transformation Fund, including the remaining financial gap in Year 4 (2019/20)	<ul style="list-style-type: none"> • Solution to potential Year 4 deficit not yet in place • Conversations beginning locally with programme leads and senior leadership teams re sustainability of Transformation Fund projects beyond 2018/19 funding
Insufficient digital funds to support the scale of transformation required	<ul style="list-style-type: none"> • Accepted £700k of GM Digital Funds as a contribution towards local IM&T transformation but no additional funding sources identified to fill financial gap • Assurance of further digital fund availability required from GMHSCP
Unsustainable increases in activity and pressures across the health and social care system, in particular acute and social services	<ul style="list-style-type: none"> • Acute activity continues to be a pressure area across both non-elective & elective. Increased demand compounded by workforce shortages in some key specialties including dermatology, urology and endoscopy • ED streaming service live and under review to expand to streaming to more services • Agreement with GMHSCP to revise operational plans to align with Investment Agreement trajectories to support more streamlined monitoring and reporting • Elective care deep dive completed and specialty level capacity and demand modelling underway and informing future planning

	<ul style="list-style-type: none"> • Locality is working in partnership with GMHSCP on GM-coordinated improvement programmes for urgent care and elective care • Care Homes Excellence Group established • Immedicare tele-medicine programme in implementation phase
<p>Behind schedule implementation of Transformation Fund projects which may negatively impact on the projected benefits. Delays have been notable in projects requiring recruitment of new staff which is impacting planned delivery dates by 1-3 months</p>	<ul style="list-style-type: none"> • Improved monitoring and reporting process being implemented from January 2018 to provide accurate and up to date information on all projects, including delays • Project delays escalated to System Sustainability and Transformation Board monthly • Financial plan reviewed monthly to re-profile finances. Some projects carrying funds into 2019/20 to ensure full 2 year impact is achieved
<p>Sustainability of projects beyond 2018/19 funding, including a lack of robust exit plans</p>	<ul style="list-style-type: none"> • Conversations beginning locally with programme leads and senior leadership teams re sustainability of Transformation Fund projects beyond 2018/19 funding • Continuation of projects to be dependent on evaluation process under development with a discussion on future commissioning to be taken by Health and Wellbeing Board Executive

4. BUSINESS CASE SUMMARIES

To ensure decisions to release Transformation Fund monies to Locality Plan programmes are robust and transparent, each project identified for funding is required to submit a business case summary presenting key information regarding the project details, evidence base, activity and outcomes, costings and milestones. These business case summaries are RAG rated according to the

quality of the supplied information and checked against the original Transformation Fund bid. Once the business case summaries are sufficiently detailed, they are presented to SSTB for consideration and recommendation to the Health and Wellbeing Executive for funding confirmation. The following projects have been approved this quarter:

- Respiratory Rapid Access: rapid access clinics Monday to Friday to enable GPs and other clinicians to refer patients with a respiratory condition to be referred to a specialist for same day assessment.
- IAPT: increase in the access rate for IAPT provision from 15% to 20% over the next 2 years.
- Mental Health Crisis Care: development of a crisis mental health service on the Royal Bolton Hospital site to prevent people being admitted to A&E. Inclusion of the all age RAID service and Sanctuary service within an integrated model.
- Orcha (Technology Enabled Care): integrated programme of mobile health and care apps, including a monitoring facility for health professionals.
- Brain in Hand: personalised technological support for people with mental health and neurodevelopmental issues.
- Enhanced Primary Care to Care Homes: including the LES to link care homes with a single GP practice and mental health liaison nurses.
- Ophthalmology: new models of care in a community setting at Waters Meeting House.
- Advanced Nurse Practitioners (ANPs): funding for 12 ANPs as an alternative skilled workforce across acute, community and maternity services.

The Locality PMO finance team is currently reviewing spend against plan for all approved Transformation Fund projects. For the small number of projects without a detailed business case summary (and therefore not approved for Transformation Fund spending at the current time), these will be reviewed in January 2018 and a decision made at System Sustainability and Transformation Board with regards to their requirements for funding in 2017/18 and beyond

5. REPORTING, MONITORING AND EVALUATION

Since the last quarterly update, a revised process for monitoring and reporting of Transformation Fund projects has been devised and is being implemented throughout January.

Previously face-to-face monthly meetings have been held between the Locality PMO and project leads. However, compliance with this process was variable and the number of meetings time consuming. Based on feedback from project leads,

a short monthly written return has been developed for updating the PMO on progress, achievements, risks and interdependencies with other projects. This will be pre-populated by the PMO and circulated to leads for review and further comments. These returns will be aggregated into reports for each programme area and the Transformation Fund in its entirety. The new reporting tool will also generate a dashboard overview of the status of all projects (including finance and outcomes) for use in meetings and boards.

The revised process will support timely and accurate programme updates appropriate for a range of audiences, in addition to ensuring a robust audit trail of Locality Plan progress.

With regards to evaluation, the locality has budgeted for external evaluation support as part of the Transformation Fund monies. However, this work is currently on hold awaiting further guidance from the GMHSCP on a GM-wide approach to evaluation and how this will link with locality evaluation. A GM task and finish group has been established to develop this work and a Bolton representative is part of this group. It is expected that further clarity on the GM approach and ask of localities will be known in January. At the current time it is anticipated that a core GM evaluation framework will be provided, which localities can adapt and build upon to meet their own needs.

6. LOOKING AHEAD: 2017/18 QUARTER 4

As Quarter 4 commences, the immediate priority will be finalising the evaluation process and undertaking evaluations of all 2017/18 Transformation Fund projects to inform 2018/19 spending.

System partners are also agreeing the approach to assessing the ongoing funding for transformation initiatives including post-Transformation Funding. Projects will not deliver the step-change in activity required for the whole system to be financially sustainable at the end of the Transformation Fund.

7. RECOMMENDATIONS

The CCG Board is requested to review the progress made to date on development and implementation of the Locality Plan.