

Transformation Board Report

Report for October 2018

Executive Summary

- The Better Together Transformation Programme currently comprises of CCG QIPP delivered through four Programme Delivery Boards responsible for delivering financial savings of £17.6m as part of the CCGs £31m (6%) QIPP programme.
- At month six we are reporting delivery of £4.6m QIPP savings against a target of £5.2m, an underperformance of 11%.
- The following key progress and risks should be noted:
 - End of life model went live at the beginning of October to deliver improved outcomes and efficiencies in 2018/19.
 - Enhanced Care Homes scheme continues to over perform.
 - Frailty scheme continues to under deliver. A 100 day recovery action plan has been implemented.
 - Outpatient transformation has not commenced at the scale / pace required. Further work is underway to confirm and accelerate what can be delivered in 2018/19.
 - HomeFirst Integrated Discharge Service is progressing through the flightpath with a target ‘go live’ date of 7th January.
 - EMAS non conveyance scheme is behind schedule. A recovery action plan is in place.
 - High volume service users MDT is being refreshed with wider partnership input.
- Programme Delivery Boards remain tasked with proactively managing delivery and addressing risks, escalating to the Transformation Board as necessary.
- The 24th October Transformation Board received and reviewed a detailed re-assessment by each SRO of where each scheme is expected to land in 2018/19. This confirmed that the forecast full year delivery risk had deteriorated to £2.8m. The focus remains on reducing risk with the current programme, stretching high performing schemes and accelerating implementation of pipeline schemes.
- The Transformation Board received a detailed update from the CCG led Optimising Population Health Management programme on the comprehensive actions underway to support practices reduce unwarranted variation and manage demand.
- The 24th October Transformation Board also included a workshop session to share emerging organisational priorities and identify the 7 – 10 system transformation priorities for 2019/20. An update will be provided to the Better Together Board on 1st November.

Appendix 1

Supporting Programme and Performance Information

Overview

Performance Summary at Month 6 2018/19

Programme Name	2-Aug TB/GB Approved Target £'000						Financial BRAG in month	Financial BRAG YTD	Project Manager Milestone BRAG	Assurance BRAG
	18/19 Target	YTD Target M05	YTD Actual M05	YTD Variance	Forecast 19.10.18	Forecast Variance on Target				
Urgent & Proactive Care	5,656	2,440	1,614	(826)	4,774	(952)	Red	Red	Amber	Amber
Elective Care	7,061	2,001	1,928	(73)	5,050	(2,010)	Amber	Green	Amber	Amber
Proactive Care	4,912	780	1,103	322	5,076	164	Green	Green	Amber	Green
Staying Independent & Healthy Living	20	10	11	1	20	0	Red	Green	Green	Green
Total	17,649	5,232	4,656	(576)	14,920	(2,799)	Green	Amber	Amber	Amber

Executive Summary

- At month six we are reporting delivery of £4.6m QIPP savings against a target of £5.2m, an underperformance of 11%
- The forecast of full year delivery risk has deteriorated to £2.8m following detailed assurance reviews with SROs
- Schemes which present a significant risk include:
 - Frailty (£0.5m assessed risk) – A recovery plan is in place to support General Practice deliver systematic risk stratification / MDTs and proactive care with Better Together partners. Implementation is being closely monitored for pace and impact. The Transformation Board will review an exception report at the November Board.
 - Outpatient Transformation (£1.5m assessed risk) – The shared commitment to Outpatient Transformation has not yet translated into delivery at the pace and scale expected. Clinical audits are underway at specialty level to identify what can be delivered in 2018/19, the specific actions to achieve this, and the level of assurance of delivery
 - EMAS non conveyance (£0.2m assessed risk) – A recovery plan is in place. Implementation is being closely monitored and triangulated with local data
 - HomeFirst (£0.1m assessed risk) – Scheme progressing along flightpath for gateway approval at November Transformation Board and go live 7th January
- The Programme Delivery Boards are tasked with proactively progressing delivery and managing risk and issues
- Projects rated red through the assurance process are subject to weekly assurance recall dependant on the mitigating actions required to recover the position including the production of rigorous recovery action plans and monitoring of progress with their implementation