Safety - Programme Update

Summary status ● ● ●

| Comments | Sign up to Safety improvement plan in development. NHS England deadline extended to January 2015 to submit.

It was proposed that Sign up to Safety progamme forms the basis and structure for the Safety Programme.

Continuing to develop process for providing updates on the management of transformation clinical risks to Safety Programme. Confirmed that the responsibility for managing these risks remains with operations.

In the process of reviewing and responding to comments on the Clinical Risk Strategy, due to be finalised later in Jan.

Further work planned to progress analysis of quality and safety metrics as part of assurance function of Safety Programme. |
|---|---|
| Linked projects | Principal Community Pathways; Augmenting Services |

Key Milestone Status ● ● ●

Milestone	Status	Target	Forecast
Clinical Risk Strategy finalised	🟩	Dec 14	Jan 15
Transitions inpatients/community audit	🟩	April 15	April 15
Engagement & Observation Policy Pilot Commenced	🟩	Dec 14	Dec 14
Submit Sign up to Safety Improvement Plan	🟧	Dec 14	Jan 15

3 Key Benefits & Measures ● ● ●

Benefit / Measure	Base line	Target	Progress
Suite of quality and safety metrics has been developed. This has been approved by commissioners and a baseline position set. Reporting and analysis process in development.			

4 Key Risks and Issues ● ● ●

Risk/Issue	Mitigating Actions	Status
Transformation agenda not aligned with safety themes	Safety themes to be built in to Transforming Services programme plans	🟩
Augmenting services assumptions not borne out by safety metrics	Develop early warning metrics and monitor regularly	🟩

Principal Community Pathways - Programme Update

1 Summary status

Comments

Sunderland and South Tyneside
All teams are now live in Sunderland. South Tyneside Adults teams delayed due to accommodation delays
- Palmers business case currently being developed with Commercial Department
- Work on track for LD unit
- Work underway on Teleport House planning application has been approved
- Galleries is awaiting agreed relocation of Dentistry
- Sunderland Recovery college now live
- Stocktake of tranche 1 underway including lesson learned

Northumberland / North Tyneside
- Approval to continue with implementation received from Northumberland CCG, update to CCG board planned for 28th Jan
- Due to present proposed model to N Tyneside CCG for formal approval 14 Jan
- Team configuration developed and approved for Northumberland
- Team configuration developed for N Tyneside.
- Staff consultation process and timeline in development

Newcastle / Gateshead
- Approval to proceed with service improvements received from Alliance MH programme board
- Operational group to be established to manage development of new team configuration and implementation

CPP; Workforce; Leadership; CIS; Augmenting Services

Key Milestone Status

Milestone	Status	Plan Target	Forecast
Tr 1 – Implementation complete	RED	Nov 14	May 15 Accommodation complete
Tr 2 - Complete team configuration (Northumberland)	AMBER	Sep 14	Nov 14
Tr 2 – North Tyneside team configuration completed	AMBER	Sep 14	Jan 14
Start Newcastle/Gateshead design process	RED	Sep/Oct 14	Dependent upon agreement of alliance
Northumberland and N Tyneside models signed off by CCG's	AMBER	Dec 14	Jan 15

3 Key Benefits & Measures

Benefit	Key Measures	Baseline/Target
Analysis and reporting process in development		

4 Key Risks and Issues

Risk/Issue	Mitigating Actions	Status
PCP 05: Expected benefits of implementing new care pathways are not realised	Evaluation plan and reporting mechanism to ensure regular review and action	AMBER
PCP15: Capacity of PCP and operational resource whilst working across six localities simultaneously	PCP resource plan	AMBER
PCP18: Lack of engagement from key stakeholders (Northumberland and South Tyneside CCG's)	PCP Engagement Plan	AMBER

Care Pathways and Packages – Programme update

Summary status

Comments	• Treatment packages by cluster developed. E-pathway project group established and project mandate drafted. • External CPP information sessions held with finance leads. Joint CPP Programme board with Commissioners on 4/12/14 to agree process to develop contracts for 15/16. Next joint meeting 5 February. • Discussion at Sunderland MHPB re developing contracts 15/16 in shadow form. • Internal clinical/operational plan with timescales to develop patient outcome measures to link in with contract discussions.
Linked projects	Principal Community Pathways; Workforce Augmenting Services

Key Milestone Status

Milestone	Status	Target	Forecast
Treatment packages by cluster developed. Delay on timescales for e-pathway implementation. Manual solution using PCP format developed. Internal project group established.	🟨	May 14	CSE timescale TBC.
Internal financial modelling to support reporting mechanisms by cluster from April 2015.	🟩	Feb 15	Feb 15
Implementation plan to mainstream CPP into operational groups, and performance team.	🟩	Jan 15	Jan 15
Engagement with internally and with Commissioners on development of measures to inform contracting 15/16	🟨	March 15	March 15

3 Key Benefits & Measures

Benefit / Measure	Base line	Target	Progress
Information to support financial modelling			🟨
Cluster within review		84.8%	🟩
Cluster at CPA review		71.9%	🟩
Bed intensity (bed days as part of overall spell)		2.7%	🟩

4 Key Risks and Issues

Risk/Issue	Mitigating Actions	Status
CPP01 – Lack of capacity for financial modelling impacts on delivery against national timeframe	Internal meetings organised to establish how SLR will work by cluster	🟨
CPP15 – Poor data quality impacts on PCP demand planning and financial modelling. Clustering by lead professionals deteriorating.	Weekly monitoring of data quality. Additional CPP Trainer in recruitment, Medical Director considering inclusion of clustering in compact.	🟨
CPP09 – Delay to e-pathways functionality – impact on PCP and evidence of care package delivery	Contract discussions continue with CSE to use contractual levers to get review of delivery in agreed timeframe	🟨

Transforming Specialist Care – Programme Update

1 Summary status

The Specialist Care Transformation Programme is progressing well. Key updates include:
- Bede moved with existing 10 beds to Greentrees on 6 Jan 2015. Discussions with Commissioners are on going.
- Eating Disorders Intensive Day Service is on track to open on 19 Jan. Commissioners have now agreed to contract variation for new services and recruitment to key posts is in place.
- Autism project board now established. Build expected to commence Feb 2015. Service expected to be operational from April 2016.

Linked projects

Principal Community Pathways
Augmenting Services
Workforce

2 Key Milestone Status

Milestone	Status	Target	Fore
Hebron Re-provision	🟧	30 09 14	01 15
Heppell House	⬛	31 10 14	???
Eating Disorder Service (revised timescale)	🟩	01 01 15	01 15
Psychological Therapies co-located	🟩	31 12 14	12 14
Development of RADS	🟧	31 10 14	03 15
Autism Unit opening (building complete).	🟧	31 07 15	03 16

3 Key Benefits & Measures

Benefit / Measure	Target	Progress
2014/15		
FD 14/15	£1.7m Delivered By Dec 14 (based on original plan)	£1.2k. Delivered by December 2014
FDP 14/15	£3m recurrent £2.3m in year	Recurrent plans £2m In Year savings £1.8m NR Shortfall £500k Recurrent Shortfall £900k

4 Key Risks and Issues

Risk/Issue	Mitigation	Status
Plans for financial delivery for 2015/16 and beyond.	Ongoing plans developing	🟥

Transforming Augmenting Services – Programme Update

Summary status

Comments	The "Deciding Together" consultation process, led by the Gateshead and Newcastle CCG Alliance , continues with a range of events planned throughout January and a key event to consider "How can we spend the Gateshead and Newcastle mental health pound?" scheduled for 17th January.

Project details are being scoped in relation to the pipelines presented to the Senior Management Team (SMT) late 2014. Particular progress has been made with the North of Tyne Older People's proposals and more detail will be provided in the February dashboard.

Bed availability continues to be monitored. |
| **Linked projects** | CPP, PCP, Safety, Specialist |

Key Milestone Status

Milestone	Status	Target	Forecast
Shortlisted bed model options shared with Board	Blue	24th Oct 2013	24th Oct 2013
Workshops with Newcastle Gateshead Alliance CCG take place	Blue	End June 2014	July 2014
Hopewood Park opens	Blue	August 2014	Early Sept 2014
Pre-consultation engagement events with Service Users, Carers & Voluntary sector	Blue	Sept 2014	Sept 2014
Informal conversation with OSC re Dementia Services (North of Tyne).	Green	Jan 2015	Jan 2015
Projects being explored in line with pipelines presented to SMT late 2014.	Green	Jan 2015	Jan 2015
Alliance CCG consultation closes	Green	Feb 2015	Feb 2015

3 Key Benefits & Measures

Benefit / Measure	Baseline	Target	Current
Reduced #Wards (Life of programme)	42	26	32
Reduced #Wards (2014 - 15)	39	30	32
Benefits plan (including baseline measures) developed in conjunction with PCP.			N/A

4 Key Risks and Issues

Risk/Issue	Mitigating Actions	Status
TAS.01 Pace of change is too slow to deliver savings	Robust management plan in place post model agreement	Amber
TAS.02 The impact of ward closures on capacity.	Clinical groups & Safety team to develop & agree safety metrics	Green
TAS.03 Stakeholders may not support the model	Alignment with TS engagement plan. Ensure clinical input to bed model discussions.	Amber
TAS.10 Fail to co-produce model with the Alliance CCG.	Internal engagement plan. Ensure clinical input to bed model discussions.	Amber

Transforming Corporate Services – Programme update

1 Summary status

Comments	Executive Team continuing to respond to change suggestions and principles of future design model.
	Design team held one workshop in December and planning another for January to inform production of the proposed design by end of January 2015.
	Financial expectations currently being assessed.
Linked projects	PCP; Specialist Care: Augmenting Services; Workforce Programme

2 Key Milestone Status

Milestone	Status	Target	Forecast
Exec decisions re future design options		Nov 14	Ongoing
Proposed design to TCS Board		End of Jan 15	Tbc
TCS Board to approve design		End Jan 15	Tbc
Consultation packs prepared		Feb 15	Tbc
Implementation begins		July 15	Tbc

3 Key Benefits & Measures

Benefit	Key Measures	Baseline/Target
Improved patient experience	Corporate services functions are efficient/streamlined and support clinical areas effectively to minimise bureaucracy	TCS Board are reviewing benefits
Cost reductions	Staff levels/skill mix appropriate across all corporate service areas. Improved talent management/succession planning	
Build sustainability	By ensuring a high quality, lower cost, skilled workforce operating to standard systems and reducing waste/bureaucracy	

4 Key Risks and Issues

Risks/Issues raised since last dashboard report	Mitigating Actions	Status
Risk re possibility Informatics Dept may not be able to deliver "quick wins" identified during workshops due to lack of capacity.	May reduce early benefits/buy in. Accept risk but work with IT on a case by case basis.	
Financial requirements may not be known in time to secure money from transformational funds	Need to urgently assess any financial requirements for programme going forward.	
Risk re not achieving financial requirements in 2015/16 leading to additional in year pressures and greater target for 2016/17.	Group to establish explicit achievable financial expectations to allow full assessment of this risk and its potential impact.	

Workforce – Programme update

1 Summary status

Comments	Refresh of HR framework has been completed . This will minimise the need for interview for the majority of staff in PCP and takes into account the lessons learned from phase 1. Data cleansing continues to assist with workforce planning and high level information has been produced. OD work continues in Sunderland/S Tyneside.
Linked projects	Principal Community Pathways; Leadership; CPP; Augmenting Services; Specialist services, Corporate

2 Key Milestone Status

Milestone	Status	Target	Forecast
Training/Induction completed for community staff in Sunderland/South Tyneside	🟩	Jan 15	Jan 15
Further work to be carried out re TED in line with TCS.	🟩	Feb 15	Feb 15
Integrated Workforce Plan for PCP to be developed to ensure final state staffing is achieved. Medical component currently being worked through.	🟩	Mar 15	Mar 15
Corporate Services framework to be developed	🟥	Oct 14	Feb 15

3 Key Benefits & Measures

Benefit / Measure	Baseline	Target	Progress
Staff with right skills to deliver care patients require	0	Close skills gap by 50%	🟩
Engaged workforce	0	Reduction in sickness absence to 5%	🟧

4 Key Risks and Issues

Risk/Issue	Mitigating Actions	Status
WKF10: Staff not committed to new ways of working	Staff Side involvement. Greater involvement/ OD Team	🟧
Medical Workforce engagement issues	Regular meetings Work being overseen by Exec Medical Director Ad-hoc meetings attended Plan in place	🟧