Appendix A

Transformation Programme

Acceleration and Pace Highlight Report

Reporting Period: June 2019 – October 2019

- **Organisational Development Transformation Programme**
- **Alcohol and Drugs Programme**
- **Digital Transformation Programme**
- **Primary Care Improvement Plan**
- **Action 15**
- **Locality Development Transformation Programme**
- **Efficient Resources Transformation Programme**
- **ADP**

Highlight Report 8.0

V1.0

Overall Transformation Programme

The Aberdeen City Health and Social Care Partnership's Transformation Programme seeks to deliver the change that is required for the partnership to deliver its strategic priorities. The programme has recently been restructured and this report starts to align the progress reporting with this new structure. Further refinement will come in subsequent reports.

Overall Programme Expenditure

Our transformation programme seeks to manage increasing demand, and where appropriate release savings, through the development of leaner and smarter systems, and most of our initial work and investment seeks to create the environment which will allow this to happen.

Due to the current process of re-aligning the projects and workstreams in line with the new strategic plan, work is still underway to finalise the overall programme expenditure and this information will be provided in this next transformation progress report.

Abbreviations used throughout the report:

ACHSCP: Aberdeen City Health and Social Care Partnership

EPB: Executive Programme Board

ODCC: Organisational Development & Cultural Change

Organisational Development Transformation Programme

1.   Programme Summary and Anticipated Benefits

This **ENABLING** work stream recognises that people are key to delivering our integration and transformation ambitions. The appropriate organisational culture is an essential core building block and we will be unable to successfully embed the transformation we seek without changing the culture of our organisation with the people who make it.

The work is aligned to the strategic priorities of the partnership and will work in a coordinated manner to ensure activities in this work stream support this our "Team Aberdeen" culture to be developed, and support the development of people in the right places and with the right skills and attributes to support people in communities. The work stream also recognises the anxiety many of our staff may feel as we integrate at every point of delivery, aligning with our values of caring, person centred and enabling.

2.   Key Milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Anticipated milestones from previous Programme Status Report:				
iMatter	June 2019	October 2019	iMatter reports have been completed and action plan discussions should have been completed with teams and uploaded. We had a 68% response rate overall. All managers should now have shared their team's responses with their teams. Currently 13% of staff (18/09) have uploaded. The overarching report will be drafted in the coming period.	Next phase for questionnaire to be sent and completed.
Foundation and Modern apprenticeship increased intake	June 2019	Ongoing	A joint partner project group made up of ACC and NHSG staff has been looking at increasing places and better coordination and communication. This is a cross organisation effort and is an investment of staff time in developing a future workforce. We are gathering a baseline to note increasing numbers over the period of the plan.	Ongoing.
Healthy Working Lives	June 2019	Oct 2019	HWL activities have been significantly increased over this period. This is due to a successful partnership identified and agreed with North-East College to give students 'free clients' by offering beauty and hair treatment/sessions for staff for free. This benefits the students but also increases engagement with health and social care as well as offering 'downtime' for staff in pressured work conditions.	This is new concept and benefits are to be considered.

Training passport outline business case	April 2019	Ongoing	Initial scoping meeting with key senior leads held 5th April. Change ideas and drivers have been developed and delivered. This project has now moved towards test of change phase which identifies a small scope in order to gain agreement from cross-providers to progress.	
Career Ready & Internships (2018-2020 intake)	June 2019	Ongoing	The two students undertook their internship in July and produced a report for the Psychological Therapy Service on patient experience which entailed the evaluation of a large number of patient questionnaires. The report they produced was well received by both the Service and the Service Lead. On returning to Northfield Academy, the Career Ready Interns were visited by John Swinney, Scottish Government Cabinet Secretary for Education, he singled out both ACH&SCP Interns and commended them for the "excellent" report they had produced and was very interested to hear about their experience.	
Senior Leadership OD development – commission of coaching	March 2019	Complete	Coaching support has now been successfully commissioned and some of the leadership team have begun their sessions. This is ongoing.	
Reduced sickness absence at Woodend	April 2019	Ongoing	This project looks to reduce sickness absence at Woodend Hospital. The project group have identified improvement actions such as increase healthy working lives programme to be delivered onsite, staff survey to understand issues and barriers and to increase understanding and use of attendance management policies and support. A baseline of information has also been gathered.	
Engagement Ambassadors Group	May 2019	Complete.	This group has now been set up with volunteers from across the organisation. This looks to increase and improve internal communications.	

3.   Change Control

Change	**Impact**	
	Budget/Resource	Schedule
n/a		

4.   Issues and Opportunities   *New and Update*

The workforce and OD group have agreed three priority areas for action from the publication of the plan back in March 2019. These are: Improving Health and Wellbeing; Increasing Staff Retention & attraction and development of the young workforce.

ACHSCP has now secured a new partnership with Northfield Academy. This presents many opportunities for both the partnership and the young people at the school. A programme of work has been developed and will be undertaken over the coming months. This includes 121 discussions, work experience and shadowing as well as more informal meet ups at the schools where school children have the opportunity to ask questions and hear more about what working within health and social care is like.

A service level agreement with the Dept. of Work and Pensions (JobCentre plus) has been agreed and will mean increased opportunities of work experience for those presenting with I the DWP into health and social care. There has also been continued leadership involvement and visibility via attendance at career fairs and visits to local schools to raise awareness and encourage young people into the health and social care sector. An issue has been the amount of time required by staff over a short period of time to induct and support those students. This has been identified as an area requiring further understanding and guidance for our staff involved in these 'mentoring/supporting' young people in the workforce.

5.   Major Risks   *New and Update*

- No major risks during current reporting period

6.   Outlook and Next Period

Anticipated milestones for the coming period include:
- ACHSCP Annual Conference to be delivered and evaluated. The theme is connections (Get Involved, Get Inspired, Get Connected is the strapline).
- Career Ready (2019-21) intake with 4 mentors mentoring young people from Northfield academy which ties in with the agreement that was signed with the Academy and partnership in August 2019. This has been facilitated through Developing the Young Workforce.
- Developing of the programme with DWP into increase workforce opportunities for young people.
- iMatter action plans to be finished and organisational report to be reported.
- Phase 2 of colocation of staff to Marischal College.
- Planning for Heart Awards (staff recognition event) will begin.

Alcohol and Drugs Programme

1.   Programme Summary and Anticipated Benefits

This investment programme supports a range of action across the Alcohol and Drugs Partnership, the Health and Social Care Partnership and Community Planning Partnership to work together to tackle drug and alcohol related issues. It supports whole system approaches and seeks to include and involve localities, the public, service users and those with lived experience of recovery.

The investment is spread across a range of strategic interventions with allocations approximately distributed as:
•   46% prevention and early intervention,
•   43% treatment and tertiary prevention,
•   4% invested in recovery,
•   4% invested in improving intelligence,
•   3% not allocated to be carried forward.

The five business cases were presented to the AHSCP Executive Programme Board of the 14th August 2019 and subsequently agreed by the IJB at its September meeting.

The values invested don't necessarily represent the "priority level" of an activity –they also reflect the cost of "doing" something. Within the ADP delivery plan and the Community Planning Aberdeen LOIP there are a significant number of improvement projects that intend to use existing resources differently and more effectively, therefore the investment does not represent the totality of activity that the ADP aspires to.

2.   Key Milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Anticipated milestones from previous Programme Status Report: ADP Programme is a new section in this report				
IJB Approval of ADP Workstream Business Cases	Sept 2019	Sept2019	All Business Cases approved	

3.   Change Control

Change	Impact	
	Budget/Resource	Schedule
n/a		

4.   Issues and Opportunities   *New and Update*

None to report at present

5.   Major Risks   *New and Update*

The ability to recruit clinical staff is seen as a potential risk to delivery. This has been partly offset through investing in an improvement programme to encourage recruitment into the sector. Employment of clinical staff is the preferred option, however, if this is unsuccessful we will revisit other options. The investment will support an overall redesign of services towards longer term sustainable models of delivery.

6.   Outlook and Next Period

Anticipated milestones for the coming period include:
- Recruitment to roles identified in business cases
- Development of Project Charters and improvement plans

Digital

1. Programme Summary and Anticipated Benefits

This programme includes the delivery of a range of projects which aim to improve efficiency and quality of service delivery through digital means.

There are clear links between this enabler work stream and service delivery programmes, including the provider of smart devices to support our workforce directly caring for people in our communities; and the provision of technology enabled care to support people in communities to effectively self-manage their long term conditions.

The workstream has been refined over recent months to reflect our developing refreshed strategic plan.

2. Key Milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Anticipated milestones from previous Programme Status Report:				
Interim Partnership Intranet development	June 2019	Ongoing	Further Development on the ACHSCP Intranet Connect is in progress. Additional content blocks for embedding content to the site and additional document icons have been developed for Word, Excel and Powerpoint. The staff Noticeboard is also progressing after early development issues and its hopeful this will be available in the coming weeks. A request has been submitted for the Intranet to open along with the Zone when ACC Partnership employees access Internet Explorer or Google Chrome.	Further investigation is ongoing on the development required to provide a joint directory for NHS and ACC staff. The additional content blocks have now been deployed and document icons display as per type. A new embed block is now available to allow for SSD block to be embedded.
Business Case developed for replacement for Care First.	March 2019	ongoing	Business case approved by SCC. Carefirst extended to 2023 for purchasing and migration for new solution. Proceeding to tender identifying framework and vendors. Approval of tender and cost model will go to IJB and	After identifying appropriate framework outcome of tender would be expected 1st quarter 2020
Mobile devices	May 2019	Ongoing	Community Nursing are testing a proof of concept for mobile working, utilising lightweight laptops with 3g/4g sim cards.	This is currently delayed due to issues with the rollout of V2 of the software which supports working in an offline manner – Ehealth has direct management of this project.
Digital collaboration	Phase 1: April	ongoing	NHSG has now given a timeline of completion of rollout of O365 . This	This will be ongoing until 2021

with intranet diaries and file sharing etc.	2019		is expected to be completed nationally across Scotland in 2021. Federation with any other public organisation like council will be thereafter.	
Implementation of GovRoam (a public sector wifi solution).	May 2019	ongoing	GovRoam is now available within Council buildings for NHS staff and vice versa at NHS. Technically it does and can work for all staff. However, there are some performance issues with NHS at ACC buildings which are being investigated.	The solution is anticipated to take some time to achieve. Paul Finlayson at NHSG has now provided a trial process to access GovRoam for NHS staff. This is being trialled with School Nurses at Northfield Academy
Clinical Care and Governance complaint process review	March 2019	ongoing	Reviewing the processes for recording complaints and clinical governance across ACC and NHSG and how these can be effectively reported upon.	Delay due to review of scope and investigation into falls data.
Other milestones delivered				
Scottish Government funding award – TEC Pathway Programme	April 2019	ongoing	£195,000 awarded to partnership to further investigate the current recovery pathways for survivors of abuse: • Project manager recruited starts in October 7th • Event in service design with other TEC pathway participants end of September • Data gathering and analysis and research into existing knowledge abuse and exploitation in Grampian and Scotland Meetings with key stakeholders	Project Manager Recruited. Will be hosted within ACVO. Start date 8th October 2019
Health Visitor Digitialisation Options Appraisal	June 2019		Solution identified. . Business case approved. Procurement has taken place. Project Design phase initiated.	Rollout of technology for caseload management and scheduling expected 1st quarter 2020
TEC National Scale Up of BP Home Health Monitoring Programme (Florence)	April 2020	ongoing	Bid for funding has been successful which will see the scale up of the Blood Pressure Home Health Monitoring Project called 'Florence' across the three partnerships in Grampian.	Project is led by Aberdeenshire HSCP. Project delayed to national data sharing agreement unapproved.

3.   Change Control

Change	Impact	
	Budget/Resource	Schedule
NA		

4.   Issues and Opportunities   *News and Update*

Following on from the successful 2 week placement of a pupil from Harlaw Academy. The digital team will be hosting a student 1 day a week from North East Scotland College (NESCOL). This placement will start at the beginning of October. James Maitland – Senior Project Manager has started his participation in the Career Ready Mentoring Programme for Young Adults. This is a 2 year programme which includes a 4 week Internship for the young adult within the Partnership.

5.   Major Risks   *New and Update*

Health Visiting digitalisation project. Risk that the project is unable to recruit a system support analyst within adequate project time scales.

6.   Outlook and Next Period

Anticipated milestones for the coming period include:
- Health & Social Care Caseload Management (Carefirst replacement) tender progress.
- Interim device solution for health visitor's Rollout
- Office 365 additional training for Partnership staff
- Office Move – Phase 2 underway/ complete

Primary Care Improvement Plan

1.   Programme Summary and Anticipated Benefits

This workstream includes projects, improvements and strategies to support the introduction of the new GP contract and the delivery against commitments set out in the underpinning Memorandum of Understanding (MOU) between Scottish Government and GPs.

The vehicle to support this change is the Primary Care Improvement Plan which seeks to provide additional support to GPs so that their capacity can be released thus enabling them to develop their role from General Practitioner to that of Expert Medical Generalist.

The key areas outlined in the MOU are:
- Vaccinations
- Pharmacotherapy Services
- Community Treatment and Care Services
- Urgent Care
- Additional Professional Roles
- Community Link Practitioners

2.   Key milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Vaccinations	Jan 2020	ongoing	A city programme board is now established with several workstreams considering Need, Supply and Demand.	A paper setting out progress is scheduled to come to IJB in January 2020.
Workflow Optimisation	Dec 2019	Implementation ongoing	After a competitive tendering process, provider has been appointed. Webinars with practices are being offered to encourage quicker uptake and gains. A new audit tool has been developed as a work around to address IT issues with EMIS practices.	Roll-out of system to practices underway through training, support and development workshops.
House of Care (HoC) Cohort 3 of practices completed training Cohort 4 practice recruitment commenced in September.	September 2019	November 2019	House of Care currently being promoted to Gp Practices across the city. It is hoped that 2 practices will take up the opportunity. Recruitment closes in early November.	Having completed their training it is hoped that 2 practices from Cohort 3 will "go live" with House of Care in November 2019 (Whinhill Medical Practice) and February 2020 (Calsayseat).

Community Treatment and Care Services (CTAC) Scoping of CTAC Services commenced.	July 2019	January 2020	CTAC Workshop held with Stakeholders in July 2019. Week of Care (WOC) Audit launched across all Aberdeen GP Practices in September First in a series of workshops with Elective Care colleagues completed to inform the development of Community Hubs to complement CTAC services.	WOC audit data collated by November 2019 and will inform development of CTACs. Approach to working with elective care and identified workstreams agreed by November 2019.
'Additional Professional Roles'	March 2019	April 2020	MSK First Contract Practitioner (FCP) trial complete. Modelling process undertaken in August/ September to inform phased approach to roll out service (pending ability to recruit).	Ongoing recruitment to allow next phase of expansion of MSK FCP rol Referral information available in appendix A of this report e across city.
Aberdeen Links Full complement of Link Practitioners recruited and in post resulting in service being able to fully respond all 29 GP Practices in Aberdeen	September 2019	Ongoing	IJB approved funding from the Alcohol and Drug Partnership to recruit an additional 1FTE Link Practitioner which will be based within Kittybrewster custody suite. Link Practitioners will be receiving training to undertake Post Diagnostic Support for Dementia and Alcohol Brief Interventions in Q3.	Referral information available in appendix A of this report.

3.   Change Control

Change	Impact	
	Budget/Resource	Schedule
NA	No impact	No impact

4.   Issues and Opportunities   *New and Update*

The refreshed PCIP plan was agreed by LMC on 19th August and by IJB on 3rd September 2019. Following this a communication has been sent to all GP practices providing an update against each of the workstreams. Development and implementation of a wider communication plan that involves a range of stakeholders, including the public is ongoing.

Workflow optimisation has been on an agreed planned hiatus for the majority of practices over the summer period due to GP workforce pressures. There is now work underway to ensure uptake however this has put back the timelines by 8-9 weeks.

5.   Major Risks   *New and Update*

There is a risk that full implementation of commitments under Memorandum of Understanding between Scottish Government and GPs will not be deliverable with corresponding resource allocated through the Primary Care Fund.

There is a risk that we will not be able to recruit enough qualified staff to support implementation of commitments under Memorandum of Understanding between Scottish Government and GPs. This risk will be mitigated through ongoing engagement with key stakeholders and the ongoing refinement of implementation proposals to deliver the plans.

There is a risk that we lack infrastructure to enable new ways of working set out within the PCIP (i.e. building space/ICT). This risk will be mitigated by working with partners and key stakeholders to investigate sustainable options to work differently to best achieve the PCIP objectives.

Data sharing continues to be a challenge for Aberdeen Links Service. Work is ongoing with NHSG and ACC to ensure appropriate information sharing and data processing agreements are in place.

Risk of workflow optimisation delivering on scheduled – this is currently delayed at 8-9 weeks. Webinars are being offered to mitigate this risk by the provider.

6.   Outlook and Next Period

Anticipated milestones for next reporting period include:
- Expansion of Musculoskeletal (MSK) Physiotherapy First Contact Practitioner Role
- Workforce Optimisation System live across the city
- Priorities for expanding the Links Approach across Aberdeen City identified
- Work to scope CTACs for the Aberdeen city complete
- House of Care cohort 4 practices identified and cohort 3 practices ready to "go live"

Action 15

1.   Programme Summary and Anticipated Benefits

Action 15 is part of the Scottish Government's Mental Health Strategy 2017-2027, which maps out a 10-year vision to improve mental health services across Scotland.

Action 15 – one of 40 'actions' in the strategy – aims to grow the mental health workforce across the country so that people can get the right help, at the right time in the right place. Specifically, by increasing the number of mental health workers to give better access to dedicated mental health professionals to Accident & Emergency, all GP practices, the police station custody suite, and to our local prison.

2.   Key milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Anticipated milestones from previous Programme Status Report:				
Community Chaplaincy Listening (CCL) Service	August 2019	August 2019	CCL post has been successfully recruited to. The coordinator will now develop a plan of action to increase volunteer capacity in the city.	This project is linked to the Primary Care Improvement Plan
Primary Wellbeing Psychologists – approval of business case	Sept 2019	Sept 2019	4WTE posts have been agreed by the IJB as a commissioned 3rd sector service. This will be an integrated model which will be collocated with existing Psychological Therapies team. Work is underway on the service specification and tender documentation including a DPIA. The first evaluation workshop supported by Research and Evaluation took place Sept 2019. A second one has been set.	This project is linked to the Primary Care Improvement Plan
Mental Wellbeing Out-Of-Hours Hub– approval of business case	Sept 2019	Sept 2019	Multi-agency and provider collaboration working together to agree a model for an out of hours triage service to support individuals in distress. 3.2WTE posts were approved by the IJB to be a commissioned service. Work is underway on the service specification and tender documentation including a DPIA. A meeting to discuss and agree an evaluation framework has been set for end of October 2019.	

Action 15 national engagement	Ongoing	Ongoing	Ongoing discussions are held with Mental Health colleagues in Scottish Government to continue to understand and develop performance and guidance for this part of the Mental Health strategy. Projections are required on a quarterly basis.	

3.   Change Control

Change	Impact	
	Budget/Resource	Schedule
n/a		

4.   Issues and Opportunities   *New and Update*

With cross agency and community models of working data sharing will potentially be an issue for increasing access to mental health services in key settings, with regards to the sharing of information with individuals. Information Governance colleagues from both partners and project teams are currently mapping pathways and information flows to gain better understanding of this. This will be included in any tender documentation. There are also several overlaps with other projects such as the ADP Custody Link Worker project, which present opportunities and challenges within a complex landscape.

5.   Major Risks   *New and Update*

- Time slippage to deliver projects due to scoping of several options and then potential tendering for services which can be lengthy and convoluted. Workstreams have been set up to help mitigate against this risk.
- Ability to spend allocation of funds – due to lengthy commissioning process this may take 3-4 months to award a contract. Dedicated capacity has been identified to support this through the process.
- Available skilled workforce to deliver the services

6.   Outlook and Next Period

Anticipated milestones for the coming period include:
- To develop evidence-based models and update and finalise business cases for the new ideas of projects.
- To work up service specifications, DPIA and tender documentation
- To consider and agree evaluation implementation.

Locality Development Transformation Programme

1. Programme Summary and Anticipated Benefits

This workstream includes a range of projects, improvements and strategies to support the implementation of integrated locality working.

The benefits of integrated operational working include:
- Improved outcomes for local residents and communities through collaboration, co-location and integration of services
- Improved customer focus through strategic data-sharing and delivery planning.
- Enhanced and purposeful alignment between wider locality plans and smaller area plans.
- Establishment of empowered integrated multi-agency teams to manage demand at a local level
- Development of a cross-system response to complex issues like obesity and population-wide public health priorities.
- Appropriate teams to be based together, guiding what is planned and progressing initiatives by involving a range of staff teams and partner organisations.

2. Key milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Unscheduled care: Development of operating model and business case covering Unscheduled Care (UC)(incorporating Acute Care at Home and Unscheduled Visiting Service); GP and public engagement session on development of Unscheduled Care approach	April 2019	ongoing	Business Case development underway. Testing ability to integrate UC model articulated in business case within wider primary care system thus enabling spread and scale-up through MDTs.	Business Case to be presented at August IJB. Work is progressing slower than anticipated due to emerging complexities. Tests of Change progressing on issues that have been surfaced which enable the development of processes, protocols and procedures to support more rapid roll-out city-wide.

Social Transport demand responsive transport and booking office review completed with initial findings and recommendations which inform commissioning plan for next 3 years	Jan 2019	ongoing	Business Case approved by IJB in August 2018. Competitive tendering process for transport element to take place under new Aberdeen City Council transport providers framework	Mapping event in planning looking at entire available transport fleet
Care about Physical Activity (CAPA) (Programme managed and delivered in partnership with the Care Inspectorate)	March 2019	May 2020	19 Care Home across Aberdeen signed up to participate in CAPA, either as "Evaluation & Impact partners" (data gathers to inform research) or Cascade partners deliver activity based on the learning Change ideas being implemented across participating care homes and data collection commenced. Additional CAPA Engagement Event took place on 2nd July with care homes and care at home providers to share best practice	Data collection ongoing to support evidence base and inform best practice approaches for care homes in Aberdeen City longer term Leads within ACHSCP and Scottish Care continue to work closely with the Care Inspectorate to take this work forward
Scotland's Service Directory (SSD)	December 2018	October 2019	Work progressing to capture city information live on digital platform ongoing. Currently there are 120 Services live on the SSD with 182 Aberdeen based services live on ALISS. Further work ongoing to ensure city information is added and maintained.	Project live date moved to October 2019 due to national delay in the integration between ALISS (A Local Information System for Scotland) and SSD information.
Agreement to move to 3 Localities	March 2019	March 2019	Approved by IJB March 2019. Localities Position Statement in Place	Further work ongoing to plan next steps. IJB Development session on localities planned for October 2019.

3.   Change Control

Change	Impact

	Budget/Resource	Schedule
N/A	-	-

4.   Issues and Opportunities   *New and Update*

None to report at current time.

5.   Major Risks   *New and Update*

None to report at current time.

6.   Outlook and Next Period

Anticipated milestones for next reporting period include:
- Testing of a Single Point of Contact / Access in city for Unscheduled Care referrals
- Workforce modelling for establishing MDTs
- Scotland's Service Directory 'live' in Aberdeen City
- Care about Physical Activity changes ideas and data collation complete
- Localities planning at advanced stage aligned to roll-out of Stepped Care Approach.

Efficient Resources Workstream

1. Programme Summary and Anticipated Benefits

In line with the Partnership's Medium-Term Financial Strategy (approved by IJB on 13 February 2018), a number of themed working groups have now been established with specific savings targets linked to each of these work streams.

These work streams would report on progress on a monthly basis through the Transformation Programme Management Governance Structure. A lead officer, responsible for reporting to the Programme Boards, has been identified for each work stream.

The anticipated benefits are cashable financial savings:

Work Stream	Savings Target				
	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Theme 1: review of pricing/ charging policies across the partnership	0	(300)	(300)	(300)	(300)
Theme 2: Review processes and ensure that these are streamlined and efficient: Direct Payments Cards; Financial Assessment Processes	(250)	(250)	(250)	(250)	(250)
Theme 3: Review of out of hours service	(400)	(100)	(100)	(100)	(100)
Theme 4: Review out of area placements	0	0	(500)	(500)	(500)
Theme 5: Bed Base Review	0	0	tbd	tbd	tbd
Theme 7: 3rd Party Spend	(250)	(500)	(500)	(500)	(500)
Theme 8: Prescribing/ Medicine Management	(200)	(1,000)	(1,000)	(1,000)	(1,000)
Theme 9: Service Review	0	(2,692)	(2,460)	(1,985)	(2,274)

In addition to these specific workstreams, in recognition of the learning achieved to date through our transformation programme and as we move forward to our next phase of transformation in line with our refreshed strategic plan, work is ongoing to utilise Lean Six Sigma methodology to improve business processes and sustainability – this will in turn positively contribute to our medium term financial plan.

2. Key milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments

Sharing the Learning Event	29 Aug 19	29 Aug 19	The ' sharing the learning event took place on 29th August and was an event to recognise and celebrate success. Each of the projects presented results and progress. There was discussion and reflection on the learning from the projects and next steps. Feedback has been very positive. Currently evaluating project staff views on the experience.	A 'pipeline' of next projects are being identified via an intranet form and a couple are just getting off the ground.
Improvement and Transformation Network	June 19	Ongoing	The partnership is looking to increase its capacity in improvement methodology in the widest sense by using previously trained staff in these types of methodologies. A communication has gone out asking if people would like the opportunity to be involved and to highlight areas of expertise and knowledge. 45 responses have been made so far to date.	
Communication for Lean Six Sigma – Vlogs	October 2019	October 2019	Video feedback from each of the projects have been made and will be shown on the Intranet and at the conference to encourage participation, share successes and the learning so far.	
Learning Disability Transport	June 2019	ongoing	Initial investigation found lack of process or information around which (if any) clients were in receipt of double funding. Process improvements around accessing this information as part of assessment and transport planning identified and in development	Introduction of Contributing to your Care Policy, Financial Assessment processes are key dependencies.
Prepaid card	April 2019	ongoing	Pre-paid Financial Card service provider currently being procured – procurement process currently live.	Expiry of Surrey Framework in February extended timeline for procurement vis alternative framework.

Social Work Financial Assessments	May 2019	ongoing	The new financial form is now implemented and both guidance and form has had good feedback. There have been some initial teething issues eg. old forms still in circulation however this is being addressed. There has been timely improvement anecdotally, but this is still being currently measured. A business case is being developed to look at addressing the backlog of assessments required.	
Sexual Health Services	May 2019	ongoing	Project to focus on delays/ barriers to people accessing Sexual Health Services. Initial meetings held in Feb 2019. Workshop to kick-off project planned for October 2019.	Capacity within the Sexual Health Team has meant this project was put on hold until October 2019 (revised commencement date).
School Immunisation Programme	May 2019	December 2019	Base line data has been collated and change ideas identified. Change idea are in the process of being implemented, e.g. automated class lists, training on functionality of SEEMIS and access to SEEMIS all releasing immunisation team capacity, by reducing administrative tasks associated with immunisation prep work	Data will be collated to demonstrate the impact of change ideas. It is anticipated that the project will be concluded by December 2019.
Nursing – increasing patient facing time	May 2019	ongoing	Project has included working with nursing teams to identify processes, wastage, improvements. Improvements are now in process of being implemented and revised measurements will then be taken.	

3. Change Control

Change	Impact	
	Budget/Resource	Schedule
No changes in current reporting period.		

4.   Issues and Opportunities   *New and Update*

No new issues or opportunities during current reporting period.

5.   Major Risks   *New and Update*

No major risks during current reporting period.

6.   Outlook and Next Period

Anticipated milestones for next reporting period include:

- To undertake staff evaluation of round 1 projects.
- To utilise ACHSCP conference to communicate and share learning.
- Next round of projects identified, and initial work to be commenced.
- Steering group to agree phase 2 of programme and communication plan.

Document Location This document is only valid on the day it was printed and the electronic version is located with the document owner (Lead Transformation Manager)

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Distribution This document has been distributed as follows

Name	Responsibility	Date of issue	Version
To be completed			

Purpose The purpose of a Highlight Report is to provide the Integration Joint Board/ Audit and Performance Systems Committee/ Executive Programme Board with a summary of the stage status at intervals defined by the board. The board will use the report to monitor stage and project progress. The Lead Transformation Manager (who normally produces the report) also uses the report to advise the Project Board of any potential problems or areas where the Board could help.

Quality criteria

- Accurate reflection of checkpoint information
- Accurate summary of Risk & Issue Logs
- Accurate summary of plan status
- Highlighting any potential problem areas