



Integration Joint Board

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| Report Title | Transformation Programme – Decisions Required |
| Lead Officer | Judith Proctor, Chief Officer |
| Report Author | Gail Woodcock, Integrated Localities Programme Manager (ACHSCP) |
| Report Number | HSCP/17/043 |
| Date of Report | 22/5/17 |
| Date of Meeting | 6/6/17 |

1: Purpose of the Report

The purpose of this report is to request approval from the Integration Joint Board to incur expenditure, and instruction to issue Directions to NHS Grampian and Aberdeen City Council, in relation to projects that sit within the Partnership's Transformation Programme.

The projects relate to strategic decisions, set out in the overall transformation programme that have previously been agreed in principle by the IJB as key areas of change in delivering on the direction set out in the Strategic Plan.

2: Summary of Key Information

2.1 Background

The Transformation Programme for the Aberdeen City Health and Social Care Partnership, agreed by the IJB, includes the following priority areas for strategic investment:

- Acute Care at Home
- Supporting Management of Long Term Conditions – Building Community Capacity
- Modernising Primary and Community Care
- Culture Change/ Organisational Change



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- Strategic Commissioning and Development of Social Care
- Information and Communication Technology and Technology Enabled Care (included within a wider work programme also including infrastructure and data sharing)

As set out above, these programmes, consisting of a range of individual and linked projects, seek to support the delivery of the objectives and aspirations as set out in our Strategic Plan.

Good governance and delegation levels require the IJB to approve the level of expenditure on these projects and directions to both NHS Grampian and Aberdeen City Council that will enable funding to be released to deliver the projects. The governance structure in place has ensured effective operational and executive oversight:

- A programme management approach has been adopted across our transformation portfolio. This approach seeks to ensure progress while managing the natural tensions that will exist between corporate strategy, change processes, and business as usual operations.
- The programme governance structure has been established to support the development and delivery of transformation at pace and at scale. This includes the Executive Programme Board which is tasked with providing overall direction to the complex programme of activities, in line with agreed strategy and policy. Three further Programme Boards, including a broad range of stakeholders, are in place to support progression at pace. Working Groups ensure progress on agreed portfolio projects, including supporting the development of business cases and specific projects which are delivered by Project Teams.
- There is a good cross section of involvement from across the wider partnership throughout our programme management structure, including executive, operational, strategic, business functions, and including representation from our partners, NHS Grampian, Aberdeen City Council, 3rd Sector and Independent sector.
- Work is ongoing to support all aspects of this complex programme of activity to comply with best practice in relation to programme management and good governance. This includes the adoption of an iterative project development process including the development of robust business cases which clearly identify the anticipated benefits, inputs required, and risks of any project.



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2.2 Authority to progress with specific procurements and grants

This report seeks authorisation from the Integration Joint Board for approval to:

- Incur expenditure in respect of the following items which have already been considered and recommended for approval in principle by the Executive Programme Board and discussed and developed through Working Groups where appropriate.
- In order to move these projects forward at pace and given the next meeting of the IJB is not until 15th August, a delegation is sought to the Chief Officer to issue the Directions once the Full Business Case has been discussed and agreed at the Executive Project Board.

Project Summaries for each of these items are attached as appendices to this report:

2.2.1 Hospital at Home – Model of Service Delivery

This project will see the delivery of a community hospital at home service that will provide an alternative to admission to acute care at home and support early discharges for patients who can recover from an acute episode at home rather than remain in hospital.

A project summary is attached at Appendix A. A full business case is currently being refined for approval by the Executive Programme Board. The IJB is requested to approve the expenditure relating to this project and instruct the Chief Officer to issue directions once the Full Business Case has been approved by the Executive Programme Board.

2.2.2 Enhancing the Third Sector Contribution to Integrated Services in Aberdeen City

Third sector organisations are central to improving outcomes for individuals in Aberdeen, as we develop new models of integrated care and to ensure delivery of our strategic priorities in a sustainable way. With over 1500 organisations in the city, many of these directly involved in health and social care delivery and other related activities, this project seeks to ensure that the opportunities presented through these organisations are maximised.

ACVO is proposing to facilitate and support the engagement of the third sector in order to deliver the benefits as set out in the Project Summary document



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(Appendix B).

A full business case is currently being refined for approval by the Executive Programme Board. The IJB is requested to approve the expenditure relating to this project and instruct the Chief Officer to issue directions once the Full Business Case has been approved by the Executive Programme Board.

2.2.3 District Nurse Succession Planning

There is a national shortage of qualified District Nurses, and the current age profile of the City's workforce shows that over the next four years approximately 48% of our current qualified District Nurses could be eligible for retirement.

This project will see the introduction of a training programme to produce a greater number of suitably trained District Nurses over the next five years.

A project summary is attached at Appendix C. A full business case is currently being refined for approval by the Executive Programme Board. The IJB is requested to approve the expenditure relating to this project and instruct the Chief Officer to issue directions once the Full Business Case has been approved by the Executive Programme Board.

2.2.4 Enhanced Pharmacy Support

There is significant investment and variability in the Aberdeen City Health and Social Care Partnership's Prescribing budget and there is a key opportunity in this area.

This project seeks to invest in the pharmacy resource in primary care and to enhance the impact of this team through skill mixing and supporting more direct patient contact to improve the quality of patient centred care and have a greater influence on safe and cost-effective prescribing. This will involve the recruitment of additional pharmacists and pharmacy technicians.

A project summary is attached at Appendix D. A full business case is currently being refined for approval by the Executive Programme Board. The IJB is requested to approve the expenditure relating to this project and instruct the Chief Officer to issue directions once the Full Business Case has been approved by the Executive Programme Board.

2.2.5 Testing Buurtzorg Principles

The project seeks to test the principles of Buurtzorg through integrated community



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nursing and care teams in two communities in Aberdeen.

The teams will each consist of a mix of nurses and Care at Home workers. It would be intended to engage with Bon Accord Care for the provision of staff for the test teams.

A project summary is attached at Appendix E. A full business case is currently being refined for approval by the Executive Programme Board. The IJB is requested to approve the expenditure relating to this project and instruct the Chief Officer to issue directions once the Full Business Case has been approved by the Executive Programme Board.

3: Equalities, Financial, Workforce and Other Implications

Financial Implications

The recommendations in this report will result in financial expenditure from the Integration and Change budgets as follows:

Hospital at Home – £767,000 (year 1), £726,000 (future years). Total: £2,219,000 (note: total funding is based on cost of service for 3 years. During this period evaluation will inform future requirements.)

Third Sector Engagement and Participation in Change Process – £120,960 (year 1), £122,170 (year 2). Total: £243,130 (grant** funding.)

**Note: grant funding for Third Sector Engagement and Participation in Change Process will be subject to a State Aid assessment.

District Nurse Succession Planning - £74,160 (year 1), £134,160 (year 2), £68,190 (year 3), £8,190 (year 4). Total: £284,700.

Enhanced Pharmacy Support - £148,000 (year 1), £148,000 (year 2). Total £296,000.

Testing Buurtzorg Principles within Neighbourhood Teams - £567,189 (year 1), £554,189 (year 2). Total: £1,121,378.

These costs are planned for in the current Integration and Transformation



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Programme financial plan, and are within the available budget.

The projected Integration and Change Fund financial position for 2017/18 at the time of writing this report is as follows (assuming the recommendations in this report are approved):

| | £'000 |
|-----------------------------|--------------|
| Balance (17/18) | 10,272 |
| Income Received (17/18) | 18,509 |
| Expenditure Budget (17/18) | 15,457 |
| Agreed on programme (17/18) | 8,872 |
| Remaining funds (17/18) | 4,452 |

Equalities Implications

The recommendations are expected to have positive implications in relation to the following protected characteristics: age and disability.

Workforce Implications

The recommendations will result in recruitment to a number of additional posts, some of which may be fixed term.

The benefits for the Nursing Succession Planning paper will help to mitigate against specific forecast workforce pressures.

4: Management of Risk

Identified risk(s):

Risks relating to the Transformation Programme are managed throughout the transformation development and implementation processes. The Executive Programme Board and portfolio Programme Boards have a key role to ensure that these risks are identified and appropriately managed.

Link to risk number on strategic or operational risk register:

The main risk relates to not achieving the transformation that we aspire to, and the



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resultant risk around the delivery of our strategic plan, and therefore our ability to sustain the delivery of our statutory services within the funding available.

9. Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system

2. There is a risk of financial failure, that demand outstrips budget and IJB cannot deliver on priorities, statutory work, and project an overspend

How might the content of this report impact or mitigate the known risks:

This paper seeks approval to incur expenditure in order to progress a number of projects related to the transformation programme. Progress in these activities will positively contribute to the pace of transformation.

5: Recommendations for Action

It is recommended that the Integration Joint Board:

1. Approve expenditure of £2,219,000 in relation to the establishment of a Hospital at Home Service.
2. Approve the expenditure of up to £243,130 (total for two years) relating to Enhancing the Third Sector Contribution to Integrated Services Project through the provision of a grant to ACVO, subject to State Aid assessments.
3. Approve the expenditure of £284,700 (over four years) required for the District Nurse Training project.
4. Approve the expenditure of £296,000 (over two years) for the Enhanced Pharmacy Support project.
5. Approve the expenditure of £1,121,378 (over two years) in support of the Testing Buurtzorg Principles in Neighbourhood Teams project.
6. Note that a robust business case process is in place and that each project



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will have a clear business case which sets out key milestones for delivery, benefits realisation and performance metrics.

7. Instruct the Chief Officer to issue the Directions attached at Appendix F – K to Aberdeen City Council and NHS Grampian as appropriate, once the Full Business Case for each project has been approved by the Executive Programme Board, and append the Business Cases with each Direction.

| 6: Signatures | |
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|  | Judith Proctor (Chief Officer) |
|  | Alex Stephen (Chief Finance Officer) |

Appendix A: Project Summary: Hospital at Home Service

Appendix B, Project Summary: Enhancing the Third Sector Contribution to Integrated Services

Appendix C: Project Summary: District Nurse Succession Planning

Appendix D: Project Summary: Enhanced Pharmacy Support

Appendix E: Project Summary: Testing Buurtzorg Principles in Neighbourhood Teams

Appendix F: IJB Direction to Aberdeen City Council – Enhancing the Third Sector Contribution to Integrated Services

Appendix G: IJB Direction to Aberdeen City Council – Testing Buurtzorg Principles

Appendix H: IJB Direction to NHS Grampian – Testing Buurtzorg Principles

Appendix I: IJB Direction to NHS Grampian – Hospital at Home

Appendix J: IJB Direction to NHS Grampian – District Nurse Succession Planning

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Appendix K: IJB Direction to NHS Grampian – Enhanced Pharmacy Support