



Transformation Programme

Acceleration and Pace Highlight Report

Reporting Period: October 2018 – January 2019

- **Organisational Development & Cultural Change**
- **Digital**
- **Modernising Primary & Community Care**
- **Supporting Self-Management of Long Term Conditions and Building Community Capacity**
- **Efficient Resources Workstream**

**Highlight
Report 6.0**

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.

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.

The table below sets out the current financial plan for our transformation programme. Note that there may be some delays in receiving information about the actual spend in the current year, due to a range of reasons including invoice processing, budget transfer schedules etc.

Programme Work stream	Investment/ Spend to 31/3/18	Projected Spend 2018/19	Actual Spend (to date) 2018/19
Digital	£1,178,678.39	£60,532.00	£25,038.24
Supporting Management of Long Term Conditions and Building Community Capacity	£374,675.59	£926,427.00	£188,239.16
Modernising Primary & Community Care	£1,184,683.07	£2,090,811.00	£872,697.44
Organisational Development & Cult	£727,936.56	£106,275.00	£14,483.00
Commissioning	£1,813,806.82	£1,041,731.50	£486,037.01
Delayed Discharge	£1,375,616.36	£739,472.00	£160,582.69
Carers Strategy	£87,146.72	£503,878.00	£242,517.80
Integration and Transformation Programme Delivery	£1,265,087.06	£1,286,412.00	£638,738.50

Abbreviations used throughout the report:

ACHSCP:	Aberdeen City Health and Social Care Partnership
EPB:	Executive Programme Board
MPCC:	Modernising Primary & Community Care
SMCC:	Supporting Self-Management of Long Term Conditions & Building Community Capacity
ODCC:	Organisational Development & Cultural Change
IIDS:	IT, Infrastructure and Data Sharing
SC:	Strategic Commissioning

Organisational Development and Cultural Change

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 and the people who make it.

The work will be 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 will feel as we integrate at every point of delivery, aligning with our values of caring, person centred and enabling. To learn from both host organisations and enable and support colleagues to be able to work effectively and productively within an integrated environment. Identifying areas of good practice and sharing learning and impact.

2. Key Milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Anticipated milestones from previous Programme Status Report:				
Annual Stakeholder Conference & Festival for ACHSCP	26-30 Oct 18	26-30 Oct 2018	A focus on staff working in localities and sharing good practice was taken for the conference this year. This included open events across the city over the course of week on back of feedback from staff around difficulty in releasing staff for just the one day. Event was delivered within budget and on time.	Evaluation of feedback has been good and will be used when planning next event.
Workforce Plan “Empowered Workforce”	March 2019	ongoing	Workshop took place 5/11/18 attended by leadership team and pupils from Harlaw Academy. From the workshop it was agree a workforce strategy and action plan would be drafted to state our intentions as a partnership in collaboration with our partners.	The plan will go to the IJB in March.
iMatter staff feedback	Dec 2018	Dec 2018	iMatter 2018 is complete and all teams are now working on their action plans. The ACHSCP will be in the Scottish Government 2018 Employee Engagement report as a good example of how to use and engage with iMatter. Strathclyde University have chosen the ACHSCP as the focus of their research on the iMatter process and will be holding 2 forums for ACHSCP staff on 29th January.	Complete

Training passport outline business case to be developed and agreed.	Feb 2019	Ongoing	Timelines have been pushed back due to a change in scope. Initial scope was too large and will now focus on a particular staff group. Project sponsors are identified, and a new business case is being collaboratively drafted.	
Senior Leadership OD development	March 2019	Ongoing	In line with the new interim structure, OD work has been engaged in by the leadership team to build on relationships and team effectiveness. This work has been well received and continues and a plan to have this ongoing is being drafted.	
Partnership OD plan	March 2019	Ongoing	Linked with the above an OD plan for roll out across the partnership is also being developed to identify priorities. The ODCC working group will further develop actions and monitor progress.	

3. Change Control

Change	Impact	
	Budget/Resource	Schedule
Programme Workstream Review and Amendments – the group undertook review of current projects and action in line with strategic direction. This change control covered projects and actions reviewed and amended under new outcome headings.	There were no cost changes to the overall programme - all projects are delivered within 'business as usual' resources.	Projects were updated immediately on approval of this change control - ESPB - 06/09/2018

4. Issues and Opportunities *New and Update*

The annual conference which took place over the course of a week received good and constructive feedback from staff and partners. Some felt this was an excellent way of including all partners and empowering staff to lead on workshops and events. However due to the large number of events – a demonstration of the engagement it received – there was also feedback that some areas had low attendance. This feedback has all been documented and will be considered for the approach for next year's events. The two measures of success for spread and engagement have both increased year on year.

The workforce planning development work has been instrumental in setting direction for both OD and workforce plans. This has meant a better linkage with both soft and 'hard' change management and ensuring that there is a better focus on succession planning and the uptake of younger people into the health and social care workplace. The plan requires some prioritisation due to its scope and breadth which will ensure focused resource to produce results.

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:

- Delivery of the Heart Awards, 1st March 2019
- Workforce Plan to be finalised and submitted to the March IJB
- Training passport outline business case to be developed and agreed.
- Completion of Partnership iMatter's structures and reporting lines to national iMatter colleagues to be ready for questionnaires to go out by May 2019.

DRAFT

Digital

1. Programme Summary and Anticipated Benefits

This programme considers a range of enablers including Infrastructure, ICT, Technology Enabled Care and Data Sharing, which are significant complex activities that are essential for realising our integration and transformation ambitions.

There are clear links between this enabler work stream and delivery programmes including: the Modernising Primary and Community Care programme, including the provider of smart devices to support our workforce directly caring for people in our communities; the Self-Management and Building Community Capacity programme, including 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	Dec 2018	Jan 2019	Following the phase 1 roll out of the Partnership intranet in December 2018 to a selected group of staff for testing, the Intranet was successfully launched to the wider partnership audience on Monday 21 st January. This also coincided with the partnership move to Marischal College. Both ACC and NHS staff have full access to the Intranet with no additional log in required as access is granted through IP Range exclusion.	Future developments to improve collaboration and inclusion on the Intranet will include a staff noticeboard for posting events etc.
AHSCP move to Marischal College	Phase 1: Winter 2018/2019	Phase 1: Jan 2019	This project included: Telephony phones for individual and PA phone routings for managers WIFI provision for NHS Staff. Printing solutions for NHS	Phase 1 Complete

Business Case developed for replacement for Care First.	March 2019	ongoing	The scope of the replacement for Carefirst has changed. This is now to include partnership health services to obtain the same caseload management tool. Investigation complete Business Case to allow a tender is due to be complete in Feb. Thereafter an investigation of different providers of that software will commence.	Planned to come to IJB in March 2019
Relay of 'City Connect' for Link Practitioners.	Dec 2018	Phase 1: Jan 2019	Following the phase 1 roll out of the Partnership intranet in December 2018 to a selected group of staff for testing, the Intranet was successfully launched to the wider partnership audience on Monday 21 st January. This also coincided with the partnership move to Marischal College. Both ACC and NHS staff have full access to the Intranet with no additional log in required as access is granted through IP Range exclusion.	Feedback from the Link Practitioners has been very positive with very little issues following the implementation. Further roll out of City Connect across the remainder of Aberdeen City GP practices is due to be completed by March 2019.
Partnership devices advisory paper	Mar 2019	Ongoing	An option appraisal around mobile devices is being investigated and drafted.	
Digital collaboration with intranet diaries and file sharing etc.	Phase 1: April 2019	ongoing	Federation Partnering Agreement NHS mail for Business with NHS mail & skype possible. The agreement is with legal we expect to be rolling this out in February 2019.	
Implementation of GovRoam (a public sector wifi solution).	February 2019	ongoing	GovRoam is rolled within Council buildings for NHS staff and vice versa at NHS. There are some technical issues to resolve in order that the system is evadible for use. It is our expectation this will be resolved over the next month.	
Clinical Care and Governance review	March 2019	ongoing	Reviewing the processes for recording complaints and clinical governance across ACC and NHSG and how the can be effectively reported upon. Recommendation to be submitted March	

Other milestones delivered				
2 nd Annual Grampian Digital Conference	Nov 2018	Nov 2018	Grampian collaboration with NHSG Acute, Aberdeen City HSCP, Aberdeenshire HSCP and Moray HSCP.	

3. Change Control

Change	Impact	
	Budget/Resource	Schedule
N/A		

4. Issues and Opportunities *News and Update*

New IT project manager now in post.
 Vacant Business Analyst – awaiting potential redeployment of council staff.

5. Major Risks *New and Update*

1 FTE IT business analyst vacancy is impacting on pace of delivering projects. This is being partially mitigated through the re-prioritisation of projects and ongoing discussions with partners. Alternative options for providing capacity in this area are being explored.

6. Outlook and Next Period

Anticipated milestones for the coming period include:

- Update and feedback following Intranet launch
- Health & Social Care Case load Management (Carefirst replacement) business case complete and through governance
- Interim device solution for health visitors
- Phase 1 roll of Office 365 (Leadership Team)
- O365 Dashboards for Partnership services
- Gov Roam Implementation complete
- Mobile Device Strategy

Modernising Primary & Community Care Programme

1. Programme Summary and Anticipated Benefits

This work stream includes reviewing and developing strategies for:

- Collaborative working, in locality hubs, with increased pharmacist provision, social work links and GP led beds to help to reduce admissions to hospital
- Locality hubs supported by the design of integrated health and care teams, and investigating new models such as Buurtzorg and Advanced Nurse Practitioners
- New service delivery models for primary care and modernising of infrastructure

A long-term initial blueprint and vision for reimagining primary and community care has been developed and this long-term plan was approved by IJB in January 2018. A Primary Care Improvement Plan has subsequently been developed to resource and drive delivery of changes required.

2. Key milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Anticipated milestones from previous Programme Status Report:				
Approval of Primary Care Improvement Plan and underpinning business cases	Sept 2018	Aug 2018	First Phase business cases approved August 2018.	Additional business cases approved / in development in line with phasing of PCIP
Recruitment process nearing conclusion for filling roles needed to implement year 1 across a number of projects in the Primary Care Improvement Plan	Jan 2019	Dec 2018	MSK First Contact Practitioner in post; Psychological Therapy roles fully recruited to, first tranche of additional Pharmacist resource recruited to.	Planning for Year 2 workforce recruitment underway.
Other milestones delivered				
Project Teams established for priority projects	Dec 2018	Dec 2018	MSK Project, Practice Aligned Pharmacy (Pharmacotherapy) Project, Chaplaincy Listening Project, Workflow Optimisation Project teams all established	
Workshops held to coordinate alignment of Acute Care at Home and the Unscheduled Visiting Service	Dec 2018	Dec 2018	Outputs from workshops informing the development of business case to deliver integrated unscheduled care.	Development of model and resourcing from within existing resource to continue in first quarter of 2019.
Approval of Action 15 Plan	Sept 2018	Sept 2018	Plan approved by IJB. Ongoing reporting to Scottish Government.	Project teams for projects in process of being established.

3. Change Control

Change	Impact	
	Budget/Resource	Schedule
Alignment of Acute Care at Home to Modernising Primary and Community Care Programme	No impact	No impact

4. Issues and Opportunities *New and Update*

Implementation of Acute Care at Home has had challenges around obtaining medical input into the model. This is being addressed through a more coordinated approach to Unscheduled Care which will see a wider range of advanced practice roles provide input rather than focus on Consultant Geriatrician input. This also provides an opportunity to link with existing teams to establish and embed a local stepped care model of treatment and care that responds quickly to citizen need.

INCA – A project review took place in September resulting in the consolidation of staff in the Peterculter area. This review also looked at elements of the model which have been problematic – such as the self-managing team element.

5. Major Risks *New and Update*

None in current reporting period

6. Outlook and Next Period

Anticipated milestones for next reporting period include:

- Unscheduled care: Development of operating model and business case covering Unscheduled Care (incorporating Acute Care at Home and Unscheduled Visiting Service); GP and public engagement session on development of Unscheduled Care approach
- Project Teams established for remaining PCIP and Action 15 projects

Supporting Self-Management of Long Term Conditions and Building Community Capacity

1. Programme Summary and Anticipated Benefits

This work stream recognises that pressures on mainstream primary and community care services cannot be reduced through a “more of the same” approach. The work stream seeks to shift our relationship with communities to enable a more co-produced approach and to nudge the culture towards being more empowered and responsible in relation to ourselves and each other. A number of referrals and appointments in primary care currently relate to social issues and low level anxiety/ depression, and evidence exists that this can be reduced through “non-clinical” support and link resources, embedded in the community and our locality teams.

To deliver population level impact and change we need to go beyond small tests of change and develop at scale activities.

2. Key milestones during reporting period

Key milestones deliverables	Planned Date	Achieved Date	Update	Comments
Anticipated milestones from previous Programme Status Report:				
Aberdeen Links				
Phase one link practitioner in post covering 18 GP practices and referrals being received from practice attached staff	September 2018	September 2018	4 Senior Link Practitioners and 7 Primary Link Practitioner commenced in post 23 rd July. Referrals commenced in September 2018	Referral information available in appendix e of main report
Phase two Link Practitioner Recruitment ongoing and induction planning complete	December 2018	ongoing		Link practitioner posts for phase 2 were re-advertised in January 2019 due to being unable to meet number required
Community Chaplaincy Listening Service Business Case Approved	September 2018	September 2018	Business Case approved at executive programme board in September 2018. Job profile has been developed to provide capacity to support planned growth of number of volunteer listeners in the city.	This project is linked to the Primary Care Improvement Plan
CCL coordinator job profile developed and being progressed through NHS recruitment process	December 2018	January 2019	Position is currently progressing through NHSG job evaluation with a view to commence recruitment in February 2019.	Job evaluation delayed due to capacity of evaluator within NHS Grampian

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	
Other milestones delivered				
Completing the Puzzle – Service Mapping Event planned and delivered	November 2018	November 2018	Service mapping event took place at Beach Ballroom on 27.11.18 66 organisations attended, Follow up event planned for March 2019	
Scotland's Service Directory (SSD) work progressing to city information live on digital platform live	December 2018	February 2019	Task and finish group continue to meet to progress city content. Project live date moved to Feb 2019 due to national delay in integration between ALISS and SSD information Discussion ongoing with NHSG/ACC to embed information onto website	We had hoped to have the system live in January 2019, however, there has been a delay nationally and we are working to revised timescale of end February 2019
Community Builder initial community engagement event taken place Implementation approach in place and further refinement taking place	October 2018 December 2018	October 2018 December 2018	Event took place on 30.10.18 in Froghall/Powis/George Street area. Attracted positive feedback in media.	See appendix 1 For press article

3. Change Control

Change	Impact	
	Budget/Resource	Schedule

4. Issues and Opportunities *New and Update*

Link practitioner recruitment continues to be a challenge, positions were re-advertised for phase 2. SAMH the organisation commissioned to deliver the service continue to look for opportunities to advertise and attract individuals to the role.

5. Major Risks

New and Update

None at current time

6. Outlook and Next Period

Anticipated milestones for the coming period include:

- Phase 2 link practitioners recruited, and induction commenced
- Scotland's Service Directory 'live' in Aberdeen City
- Further 'completing the puzzle' event taken place
- Community Chaplaincy Listening Service coordinator recruitment complete
- House of Care cohort 3 practice recruitment complete
- Silver City Business Case developed for approval
- Social Transport provider appointed and in place by 1st April
- Care about Physical Activity engagement event taken place with care homes and care at home providers

DRAFT

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
Lean Six Sigma Training delivered to initial cohort of 12 practitioners	Commenced January 2019	ongoing	Training currently ongoing	

Initial Lean Six Sigma projects selected	1/2/19	Feb 2019	Leadership team session held to identify possible projects – Dec 2018. Review of projects, their suitability to the process and alignment with strategic plan – Jan 2019. Projects aim to be largely complete by 30/4/19	5 projects identified for delivery: -nursing staff are not spending as much time with patients as they would like -LD clients receiving double benefits for transport for day care - Social Work financial assessment process is lengthy and paper heavy - Individuals are waiting too long for a wheelchair service - There are delays/ barriers in place for people accessing Sexual Health Services
Learning Disability Service Review Board	September 2019	September 2019	Review found a number of improvements that are required. Most of these are now being taken forward by Learning Disability Service Manager. One of these improvements has been identified as a project which would be suitable to use the Lean Six Sigma Methodology	Complete
Prepaid card			Pre-paid Financial Card service provider contracted.(Update required)	

3. Change Control

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

4. Issues and Opportunities *New and Update*

Additional resource will be required to deliver against some of the workstream activities (spend to save.)

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:

- First 5 projects using lean six sigma methodology mostly complete (with findings) by end of April 2019
- Next round of projects identified

DRAFT

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)

Document Status The current status for this document is **Final**

Distribution This document has been distributed as follows

Name	Responsibility	Date of issue	Version
APS consultation list	S Gibbon		V6.0

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



Kat, top, and Colin, below, helping reduce people's stress levels

Project's 'grassroots approach' to mental health welcomed

A NEW initiative launched to help people suffering from isolation and mental health issues has been hailed a success.

The Aberdeen Health and Social Care Partnership scheme has seen link practitioners stationed at GP surgeries across the city who patients can be referred to.

The practitioners, who are employed by the Scottish Association for Mental Health (SAMH), will speak to patients and help them find ways to keep active and get involved in their communities.

Community builder Fran Smith, who works with groups and organisations to uncover what sort of activities are available to people, said the feedback on the scheme has been positive.

She said: "I think it's fundamental to speak to communities and speak to people about what impacts them, specifically around health and wellbeing."

"I think it's a really positive, grassroots approach."

"People have said 'that's really useful'. Sometimes you just need to speak."

"That link practitioner has the time to sit with someone and support them in a very person-centred way to really get to the bottom of what's impacting them."

"People have responded



Fran Smith says the link practitioner scheme is 'really positive'

really positively to that. There's a few folk I've spoken to who had depression and they said that would be really, really useful. Having that resource in your doctor surgery, people have said it will be very welcome."

The link practitioners first began taking referrals around August and September.

They are currently stationed at around 18 practices, but all 29 city surgeries plan to have a link practitioner by the end of the financial year.

"The link practitioner is all about finding what support the person wants and then looking into the community to see what's there to support them," Fran said.

"It's not a traditional health

professional approach in so far as it's not, 'this is what you need to do'.

"It's very much, 'what do you feel you're able to do to support your health and wellbeing?'"

"My role is basically to build relationships within communities and community groups."

"The link practitioners, they're going to be doing predominantly social prescribing."

"It's a fundamentally new approach from the Health and Social Care Partnership."

The initiative also utilises a national database called Aliss, run by the Health and Social Care Alliance, which Fran called a "community Google", adding: "You can just put in your post-code and it'll tell you everything that's happening in your area."

DRAFT

DRAFT