



Transformation Programme

Acceleration and Pace Highlight Report

Reporting Period: February 2019 – May 2019

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

**Highlight
Report 7.0**

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:				
Heart Awards	1 st March 2019	1 st March 2019	The awards dinner to recognise staff, community and partner achievements had excellent evaluation and public coverage.	Evaluation of the event has now been carried out and will inform planning for 2020
iMatter	May 2019	May 2019	Completion of the staffing reporting lines for the structures has been completed.	Next phase for questionnaire to be sent and completed.
Workforce Plan “Empowered Workforce” finalised	March 2019	March 2019	Workforce Plan agreed by IJB and published.	Complete.
Training passport outline business case	April 2019	June 2019	Initial scoping meeting with key senior leads held 5 th April. Scope and driver diagram to be developed and change ideas to be agreed.	
Career Ready - Internships	Summer 2019		Our first intern has now graduated from the programme at the end of May. Her mentor attended her graduation. Planning has begun to have 2 internships starting for a 4-week placement at start of July.	
Senior Leadership OD development	March 2019	Ongoing	OD work has been engaged by the leadership team to build on relationships and team effectiveness. This work continues and an ongoing schedule and plan is currently being implemented.	

3. Change Control

Change	Impact	
	Budget/Resource	Schedule
Workflow Optimisation budget decrease. Original Budget of £80,998 + VAT	New spend: £68,517+VAT (decrease of £12,481)	No impact on project delivery schedule

4. Issues and Opportunities *New and Update*

The workforce plan was approved by the IJB in March. The plan sets the direction for both OD and workforce plans. The OD and Culture Change Working Group have agreed to prioritise three aims; staff well being; attraction of new staff, retention of current staff. There are strong linkages with ensuring pathways for young people into health and social care from higher education institutions.

Development of the OD plan now includes a wide range of staff and partners tasked with shaping the plan and identifying areas of focus identified by those working across the organisation.

Increased 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.

Turas – the national online training and appraisal system for H&SC - is to be made available to independent and 3rd sector colleagues.

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:

- Developing the Young Workforce programme agreement and Career Ready internships in place
- ACHSCP third annual conference date to be released and programme to be issued.
- Shaping of the OD plan by the newly formed staff group.
- Training Passport driver diagram and outline business case.
- iMatter questionnaire to be delivered
- Phase 2 of colocation of staff to Marischal College.
- Teach Back project to be scoped and begun.

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 provision 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		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 taking place on the development required to provide a joint directory for NHS and ACC staff.
Business Case developed for replacement for Care First.	March 2019	ongoing	Initial Business Case considered by IJB. Further work is ongoing to explore the possibility of utilising Microsoft tools available inhouse (ACC). At the same time, work is ongoing to identify firmer cost benefits potential with the marketplace.	Planned to report back to IJB in August 2019.
Mobile devices	May 2019	Ongoing	Community Nursing are testing a proof of concept for mobile working, utilising lightweight laptops with 3g/4g sim cards.	
Digital collaboration with intranet diaries and file sharing etc.	Phase 1: April 2019	ongoing	Skype federation is now in place. NHSG is part of a national framework to implement O365 which will give shared calendars files etc.	It is expected that the earliest date where NHSG will be in a position to federate will be at the end of the year 2019
Implementation	May	ongoing	GovRoam is now available within	The solution is

of GovRoam (a public sector wifi solution).	2019		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.	anticipated to take some time to achieve.
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.
Leadership team Office 365	May 2019		Initial investigation work completed to enable the ACHSCP Leadership team to have access to O365. NHS members have been issued with ACC credentials to enable them to access through the ACC solution YourDesktop. Requirements gathering for devices is progressing to enable easier access to Office 365 for the Leadership team NHS colleagues.	
Hunchbuzz / Our Ideas replacement	April 2019	May 2019	The current Our Ideas (Hunchbuzz) contract expired on the 30 th April 2019. Interim replacement solution is now in place to allow staff to submit ideas through simple "Forms" solution.	Due to federation issues with NHS and the blocking of Office 365, further investigation is required to ensure NHS colleagues can access the Ideas Hub replacement.
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: <ul style="list-style-type: none"> • who our key stakeholders are and what the key components of support are for this key vulnerable client group • how demographics and social determinants of health play or contribute to the incidence and occurrence • map and identify local, regional and national research and intelligence • what the benefits of current services and supports are to service users and service providers and what is missing. 	Awaiting further direction in relation to national reporting. Project Group and Governance processes to be finalised following national launch in June 2019. Project will be progressed in partnership with ACVO.
Health Visitor Digitalisation Options Appraisal	June 2019		This project seeks to procure and implement an solution for Health Visiting teams to allow them to work in a digitally mobile manner, in order to reduce current operational risks and issues.	

			Currently undertaking business analysis with the service and meeting with suppliers to build an options appraisal.	
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.

3. Change Control

Change	Impact	
	Budget/Resource	Schedule
NA		

4. Issues and Opportunities *News and Update*

Funding awarded (£195,000) to support TEC pathway work over next 2 years.
Funding awarded to support scale up of Florence.

5. Major Risks *New and Update*

6. Outlook and Next Period

Anticipated milestones for the coming period include:

- Health & Social Care Case load Management (Carefirst replacement) revised business case complete
- Interim device solution for health visitors options appraisal complete
- 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
Aberdeen Links Phase two Link Practitioners recruited, and in post resulting in full roll out of Aberdeen Links Service across all 29 GP Practices in Aberdeen	March 2019	March 2019	10 additional Primary Care Link Practitioners started in post on 4 th March and started taking referrals as of the 1 st April	Referral information available in appendix A of this report A further 3.15 Link Practitioners have been recruited in April and will be in post by July 2019, taking the service up to its full complement (20.8)
House of Care (HoC) cohort 3 practice recruitment complete	March 2019	March 2019	4 practices recruited for Hoc cohort three. 2 practices commenced training in April 2019, with a further 2 to commence training in May 2019.	
Workflow Optimisation	Dec 2019	Implementation ongoing	After a competitive tendering process, provider has been appointed. Implementation on target.	Roll-out of system to practices underway through training, support and development workshops.
'Additional Professional Roles'	March 2019	March 2019	MSK FCP and Psychological Therapists (PT) generated first 6 month operational data set presented and reviewed informing future delivery planning	PT service is city-wide, data used for service improvement / demand management.

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
Extension of Community Link Working Contract with SAMH for the provision of Link Practitioners in GP practices to a total of 4 years, new end date 07/01/2022 (approved by IJB 26th March 2019)	No impact	No impact

4. Issues and Opportunities *New and Update*

An update event was held to update all GP practices in the city – 55 participants representing all GP practices in Aberdeen City attended. Required review of PCIP is currently progressing – planned to report to IJB in June 2019.

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.

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

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
- Revised Primary Care Improvement Plan developed, consulted on and approved through IJB
- Aberdeen Links Service up to full complement of Link Practitioners across Aberdeen City
- Training completed by House of Care cohort 3 practices

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 Service (CCL) Business Case Approved	March 2019	March 2019	Approval by ACHSCP IJB on 26th March to appoint Community Chaplaincy Listening Service Coordinator (CCLSC)- P/T 0.5FTE in year 1 and 2 increasing to 1 FTE in year 3 and 4 to support growth in programme	This project is linked to the Primary Care Improvement Plan
CCL coordinator recruited	December 2018	ongoing	CCL post is currently live.	Anticipated that someone will be in post by the end of Summer 2019

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. 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

There is a risk of 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.

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 key projects.
- Community Chaplaincy Listening Service Coordinator recruitment complete.

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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.

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	
Care about Physical Activity (CAPA)	March 2019	March 2019	CAPA Engagement Event took place with care homes and care at home providers on 5 th March CAPA learning event planned for 10 th May to help inform further development of programme in Aberdeen	Leads have been identified within ACHSCP and Scottish Care to take this work forward
Scotland's Service Directory (SSD)	December 2018	May 2019	Work progressing to capture city information live on digital platform ongoing.	Project live date moved to May 2019 due to national delay in the integration between ALISS (A Local Information System for Scotland) and SSD information.
Completing the Puzzle – Service Mapping	March 2019	ongoing	Working with Health Improvement Scotland (HIS) we have seen the development of a service map for older people services in Aberdeen (see appendix 1). A template has also been created to allow the development of other service maps for other priority services areas.	Following the Completing the Puzzle event in November a further service mapping event was planned for March 2019. This has been delayed due to the national delay in the integration between ALISS and SSD information
Agreement to move to 3 Localities	March 2019	March 2019	Approved by IJB March 2019.	Further work ongoing to plan next steps.

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.
- Workforce modelling for establishing MDTs
- Scotland's Service Directory 'live' in Aberdeen City
- Care about Physical Activity delivery plan developed for Aberdeen City.
- Localities position statement in place.

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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
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	Project continues to focus on reducing the lead time for a financial assessment for residential care clients. The team agreed scope and deliverables. Baseline data has been collated staff survey is being gathered and change ideas presented. The next workshop looks to develop PDSA cycles.	
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 June 2019.	Capacity within the Sexual Health Team has meant this project was put on hold until June 2019 (revised commencement date) – expected to be concluded November 2019.
School Immunisation Programme	May 2019	ongoing	Project is focused on releasing immunisation team capacity, by reducing administrative tasks associated with immunisation prep work to enable them to focus on value added tasks.	Process has been mapped and base line data is being collected to inform improvements.
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:

- First 5 projects using lean six sigma methodology mostly complete (with findings) by end of June 2019 – celebration showcase event to take place.
- Next round of projects identified, and initial work commenced

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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
APS consultation list	S Gibbon	15/5/19	V7.0

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

Appendix 1 (Aberdeen City Health and Social Care System Map - Older Adults)

