

Report to: Health and Wellbeing Board

Date: 20th October 2017

Report of: Su Long, Chief Officer, Bolton CCG

**Report
No:**

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Report Title: **Bolton Locality Plan Quarterly Update**

Non Confidential: This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

Purpose: To update the Health and Wellbeing Board Executive regarding progress on the Bolton Locality Plan in quarter 2 2017/18.

Recommendations: The Health and Wellbeing Board Executive is recommended to review the report and note the progress. They are asked to consider future reporting requirements to the meeting.

**Background
Doc(s):** Bolton Locality Plan

1. INTRODUCTION

The Bolton Locality Plan continues to move at pace as the programme reaches the half way point of Year 2. Transformation remains focused on the following themes within health and care:

- Population Health and Prevention
- Primary Care
- Urgent Care
- Integrated and Community Care
- Planned Care
- Care Homes and Home Care
- Mental Health
- Learning Disabilities
- Children's and Maternity

Delivery of this transformation is being facilitated by key enablers:

- Workforce
- Information Management and Technology (IM&T)
- Technology Enabled Care (TEC)
- Estates
- Co-design, Communications and Engagement
- Development of a Local Care Organisation (LCO) and integrated commissioning

The 2017/18 quarter 1 report gave an overview of governance, the outcome of the Transformation Fund proposal and monitoring and reporting arrangements. Quarter 2 has seen a significant shift from planning and preparation to delivery of a number of key projects, in addition to further embedding of governance and process.

2. QUARTER 2 HIGHLIGHTS

- Final draft of the Investment Agreement with the Greater Manchester Health and Social Care Partnership (GMHSCP) agreed by Health and Wellbeing Board Executive. This has been submitted to GMHSCP and is awaiting final sign off by Jon Rouse.
- Development of a system-wide performance dashboard including health, social care and person-centred metrics to support monitoring of Locality Plan outcomes and benefits.
- Quarter 2 milestones on track including:
 - Launch of Care Homes Excellence Programme
 - Implementation of Paediatric Rapid Access Service
 - Expansion of Memory Assessment and Treatment Service
 - Signing of Immedicare contract to provide virtual GP support to care homes
 - Establishment of Bolton Prevention Partnership fund; supporting and developing capacity within the voluntary sector to deliver initiatives with population health impact
 - Modelling for Discharge to Assess service agreed

- Further discussions between system partners regarding future LCO and integrated commissioning models
- Support from NESTA secured for a “100 day challenge” to support workforce re-design in integrated and community services
- Recruitment underway for a number of key posts, including practice pharmacists, falls prevention workers and community asset navigators

3. QUARTER 2 RISKS AND LOWLIGHTS

There are a number of significant risks to delivery of the Locality Plan and system sustainability. These risks are escalated to System Sustainability and Transformation Board and Health and Wellbeing Board Executive. Key risks this quarter include:

- The remaining financial gap in year 4 (2019/20) following award of Transformation Fund monies only until 2018/19.
- Sustainability of projects beyond 2018/19 funding, including a lack of robust exit plans
- Behind schedule implementation following the delay in release of Transformation Fund monies which may negatively impact on the projected benefits.
- Concerns raised by a number of programmes with regards to programme management capacity to deliver transformational change alongside business as usual.
- Continued challenging system performance, particularly in urgent and elective care
- GM Digital Fund of approximately £600,000 for Bolton is insufficient to deliver IM&T capacity required to deliver overall Locality Plan

All of these risks are discussed regularly at System Sustainability and Transformation Board to manage mitigation plans and reduce risk where possible.

4. BUSINESS CASE SUMMARIES

To ensure decisions to release Transformation Fund monies to Locality Plan programmes are robust and transparent, each project identified for funding is required to submit a business case summary presenting key information regarding the project details, evidence base, activity and outcomes, costings and milestones. These business case summaries are RAG rated according to the quality of the supplied information and checked against the original Transformation Fund bid. Once the business case summaries are sufficiently detailed, they are presented to SSTB for consideration and recommendation to the Health and Wellbeing Executive for funding confirmation. The following projects have been approved this quarter:

- Fracture Liaison: a preventative service to prevent people who have had a previous fracture from suffering a major fracture in future years.
- Nurse Training Programme: consistent, high quality training programme to upskill practice nurses and support nurses transitioning into new roles.
- Prevention Partnership: an innovation fund for the voluntary and community sector for schemes which focus on prevention and wellbeing.
- Ambulatory Care: expansion of the operational hours of the Ambulatory Care Unit at Royal Bolton Hospital to provide enhanced hours to the current 7 day working for medicine and expansion from 5 to 7 days for surgery - to assess, diagnose and treat or refer patients in order to prevent an emergency admission

- Take Home and Tuck Up: patient transport service to support discharge of patients from hospital
- Respiratory Rapid Access: rapid access clinics Monday to Friday to enable GPs and other clinicians to refer patients with a respiratory condition to be referred to a specialist for same day assessment
- IAPT: increase in the access rate for IAPT provision from 15% to 20% over the next 2 years
- Mental Health Crisis Care: development of a crisis mental health service on the Royal Bolton Hospital site to prevent people being admitted to A&E. Inclusion of the all age RAID service and Sanctuary service within an integrated model
- Orcha (Technology Enabled Care): integrated programme of mobile health and care apps, including a monitoring facility for health professionals
- Brain in Hand: personalised technological support for people with mental health and neurodevelopmental issues

5. REPORTING, MONITORING AND EVALUATION

A discussion regarding the monitoring of Locality Plan projects and compliance with this is scheduled for System Sustainability and Transformation Board in October. All programme leads are expected to keep up to date action plans and risk registers and meet with the Locality PMO monthly to review these. This will inform a revised highlight report which will provide a monthly overview of key achievements, risks, milestones and benefits. Projects that are off-track will be discussed at System Sustainability and Transformation Board and escalated to Health and Wellbeing Executive where necessary.

With regards to evaluation, the locality has costed for external evaluation support as part of the Transformation Fund monies. However, this work is currently on hold awaiting further guidance from GMHSCP on a GM-wide approach to evaluation and how this will link with locality evaluation. A GM task and finish group has been established to develop this work at pace and a Bolton representative is part of this group. A proposal for a GM approach is on schedule for the October GM Strategic Partnership Board.

6. RECOMMENDATIONS

The Health and Wellbeing Executive is requested to review the progress made to date on development and implementation of the Locality Plan.