

Title of paper: Progress report in delivery of CCG Key Programmes

Meeting: Governing Body

Date: 19th December 2014

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Purpose	To Agree	
	To Advise	
	To Note	

Development

This report is produced with input from Heads of Service and is reviewed on a monthly basis by the Executive Committee.

Executive Summary and Key Issues

This report provides a high level summary of progress in delivery of the CCG Key Priority Programmes for 2014/15. The report provides a RAG ('red', 'amber', 'green') assessment summary across all programmes using a performance dashboard.

Overall good progress is being made, in Q2 a total of 91 milestones were assessed to track the delivery against 2014/15 key programmes, of these 42 are assessed as 'green' in October (46.2%) this compares favourably to the September figure (42.6%).

Some of the achievement include:

- **Surrey and North East Hampshire Integrated Commissioning Strategy Emotional Wellbeing & Adult Mental Health (2014-17)**

Following on from a comprehensive engagement and consultation process, the final version of the MH strategy was taken to the Executive Committee

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(October 14) Insights and information gained from the strategy development and consultation process have proven invaluable in shaping the development of the CCG's MH commissioning intentions.

Now that the strategy has been finalised, the Surrey Downs MH Clinical network is reviewing and prioritising those elements of the strategy most relevant to Surrey Downs' patients. The initial focus relates to strategic priority 4: Effective crisis care. The CCG has already contributed towards a number of crisis care workshops and discussions involving Concordat partners across the system. As part of next stage in process the external consultancy firm engaged by the MH Collaborative will undertake bespoke modelling work for each CCG region which will directly inform a crisis care planning session in early January.

- **Transformation Challenge Award**

At the beginning of October, Surrey and Borders Partnership NHS Foundation Trust, Surrey Police, the Clinical Commissioning Mental Health Collaborative and Surrey County Council submitted a joint bid to the Transformation Challenge Award for £1.5m to support our work around improving crisis provision for people with Mental Health problems. Our bid has been successful and Surrey has been awarded £1.5m to support the development of a universal Integrated Mental Health Response Service with a single point of access; better information sharing across agencies; and enhanced community support.

With this funding we will be able to fully realise our ambitions for transforming the public service response to crisis situations for people with Mental Health problems.

- **Patient and Public feedback**

From December practices are contractually required to offer patients the option of returning feedback to the practice via the Friends and Family Test (FFT). This is a survey in place across the acute system already. The CCG has commissioned enhanced support for practices to meet this requirement through iWantGreatCare- a company which will offer patients the survey in hard copies and analyse results. This will increase returns of the survey by offering online and hard copy surveys and will give the CCG an insight in to which areas of Primary Care need further support to tackle areas where inequity are apparent.

- **Children and Adolescent Mental Health Services (CAMHS) - pre-procurement phase**

Following an extensive engagement phase with health and social care professionals, services users, young adults and their families, the CAMHS steering group is finalising service specifications and an options paper regarding future investment and services within the CAMHS portfolio. This

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paper is expected to come to the Governing Body in January 2015.

- **Early Cancer Detection**

Surrey Downs CCG held its first cancer event on 27th November for Early Cancer Detection in partnership with Macmillan. The event was aimed to help improve early cancer detection rates in primary care and educate clinicians about early signs and symptoms of cancer in various specialties. Around 69 GPs attended from across our three localities and 11 consultants represented Epsom and St Helier Hospitals Trust, Kingston Hospitals Foundation Trust, Surrey & Sussex Hospitals Trust, St George's and Royal Marsden Hospitals. The event covered 6 pathways and promoted the Macmillan Cancer Decision Support Tool which will be made available to Surrey Downs' GPs. The event received very positive feedback and it is hoped to be the first of many cancer events to come. The agenda was highly commended by Public Health colleagues for the number of pathways covered in one event.

- **Integration/Better Care Fund (BCF)**

In line with the BCF plan, Surrey Downs CCG has now developed its programme for integration. The programme includes the development of a Community Multi-Disciplinary Team (CMDT), the Community Medical service as part of the Team, a Frailty Pathway for Surrey Downs as well as the development of a number of processes such as Discharge to Assess. An exciting and significant multi-agency, whole system workshop was held on 3rd December. Attendance was comprehensive across both the full range of community and acute providers as well as Surrey County Council, South East Coast Ambulance Service, local Borough colleagues and Voluntary Sector partners. There was very positive engagement from all present regarding the development of the integration and partnership plans for Surrey Downs CCG.

- **Communications projects**

Branding – this project is now completed, with full guidelines signed off. The communications team have presented this to all Heads of Service and have trained all internal administrators on brand application. This will now be applied to all documents and materials. Other documents, such as policies, will be updated routinely.

Website – this has now been built and the communications team have received training on using the content management system. The website will be populated through the rest of December and early January, and tested with public users from mid-January. The official launch will be in February. Following this, the extranet/intranet is scheduled to begin build in February.

Public Engagement on Commissioning Intentions – the communications team is visiting a number of locations through December and January to

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speak to the public and update them on our commissioning intentions. We will also be populating our patient advisory virtual network by encouraging individuals to sign up via our newsletter. Individuals will be encouraged to take part in engagement activities through specific project groups that they are interested in.

The Communications & Engagement Strategy - has now been agreed. This is a working document, with updates reported to the Executive team on a monthly basis.

Attachments:

Supporting Documentation: details of the current status of all programmes are available in a separate document published as an on-line document only with the Board papers on the CCG website

Implications for wider governance

Quality and patient safety

The CCG will commission for quality in line with local intentions and any upcoming National Guidance. Several of the Key Programmes included in this report relate to these.

Patient and Public Engagement

The CCG will involve Patient and Public Engagement in line with local intentions and any upcoming National Guidance. Several of the Key Programmes included in this report relate to these.

Equality Duty

In line with the NHS constitution, the CCG commissions services in order to meet the Equality requirements of all protected groups. Several of the Key Programmes included in this report relate to these.

Finance and resources

The CCG will manage finance and resources in line with local intentions and any upcoming National Guidance. Several of the Key Programmes included in this report relate to these.

Workforce

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The CCG's commissioning and contracting intentions will include workforce requirements. Several of the Key Programmes included in this report relate to these.

Information Governance

The CCG adhere to Information Governance standards in line with local intentions and any upcoming National Guidance. Several of the Key Programmes included in this report relate to these.

Conflicts of interest

No specific issues

Communications Plan

This report is available on the CCG website

Legal or compliance issues

No significant issues with respect to legal or compliance issues.

Risk and Assurance

A risk assessment for each Key Programme is included in this report.

Progress report in delivery of CCG Key Programmes for 2014/15 – Month 7 (October 2014)

1. Introduction

This report provides a high level summary of progress in delivery of the CCG Key Priority Programmes for 2014/15. The report provides a RAG ('red', 'amber', 'green') assessment summary across all programmes using a performance dashboard. A further performance dashboard shows the current progress broken down by six overarching programme themes as described in **table 1** below:

- **Green** assessment indicates that the milestone is achieved and completed
- **Amber** assessment indicates that the milestone is not completed but on track for achievement
- **Red** assessment indicates that the milestone is not on track for achievement.

Further details on the current progress of each project are also provided in **Appendix 1** and supporting documentation to this report.

Assurance

Progress in delivery of key programmes is monitored and assured by the Committees as shown in the table below. Each body will receive a detailed report covering the programmes and projects related to the area of work/terms of reference of the body. Each body will be responsible for making recommendations as required and will raise specific areas of concern to the Governing Body as necessary.

Table 1: Overseeing Body by Over-Arching Programme Theme

Over-arching Programme	Overseeing Body
1. Strategic delivery	Executive Committee: Whole Systems Transformational
2. Building organisational capacity & capability	Executive Committee: Business and Governance
3. Implement specific and defined quality improvements	Clinical Quality Committee
4. Implement specific and defined service pathway/provision changes	Executive Committee: OOH Programme
5. Establish operational control of services, contracts and budgets	Executive Committee: Business and Governance
6. Establish effective governance	Executive Committee: Business and Governance Audit, Corporate, Governance and Risk Committee

2. Overall RAG Performance Dashboard

The performance dashboard below (**Figure 1**) is intended to show progress against the delivery of key priority programmes. This is done by routinely re-assessing the RAG status of milestones.

Each agreed programme (or project) has specific quarterly milestones included. Milestones are used to 'track' or monitor the progress of a programme (or project). Using this approach provides an 'early warning' that there is a risk to the delivery of the programme at year end and remedial actions can be taken as necessary.

Figure 1 shows the current (October 14) RAG assessment for project milestones to be met in each quarter, Q1 (Apr-Jun), Q2 (Jul-Sep), Q3 (Oct-Dec) and Q4 (Jan-Mar). For comparison purposes the September assessment is also shown. The percentage of project milestones assessed as 'red', 'amber', 'green' or 'not assessed' for each quarter is provided. The assessments are based on milestones specific to the individual project or programme.

Overall good progress is being made, in Q2 a total of 91 milestones were assessed to track the delivery against 2014/15 key programmes, of these 42 are assessed as 'green' in October (46.2%) this compares favourably to the September figure (42.6%).

Across the year (Q1-Q4), the percentage of milestones currently assessed as 'red' is 10.4%, 'amber' 12.2% and 'green' 29.9%. A significant number of milestones are awaiting an assessment.

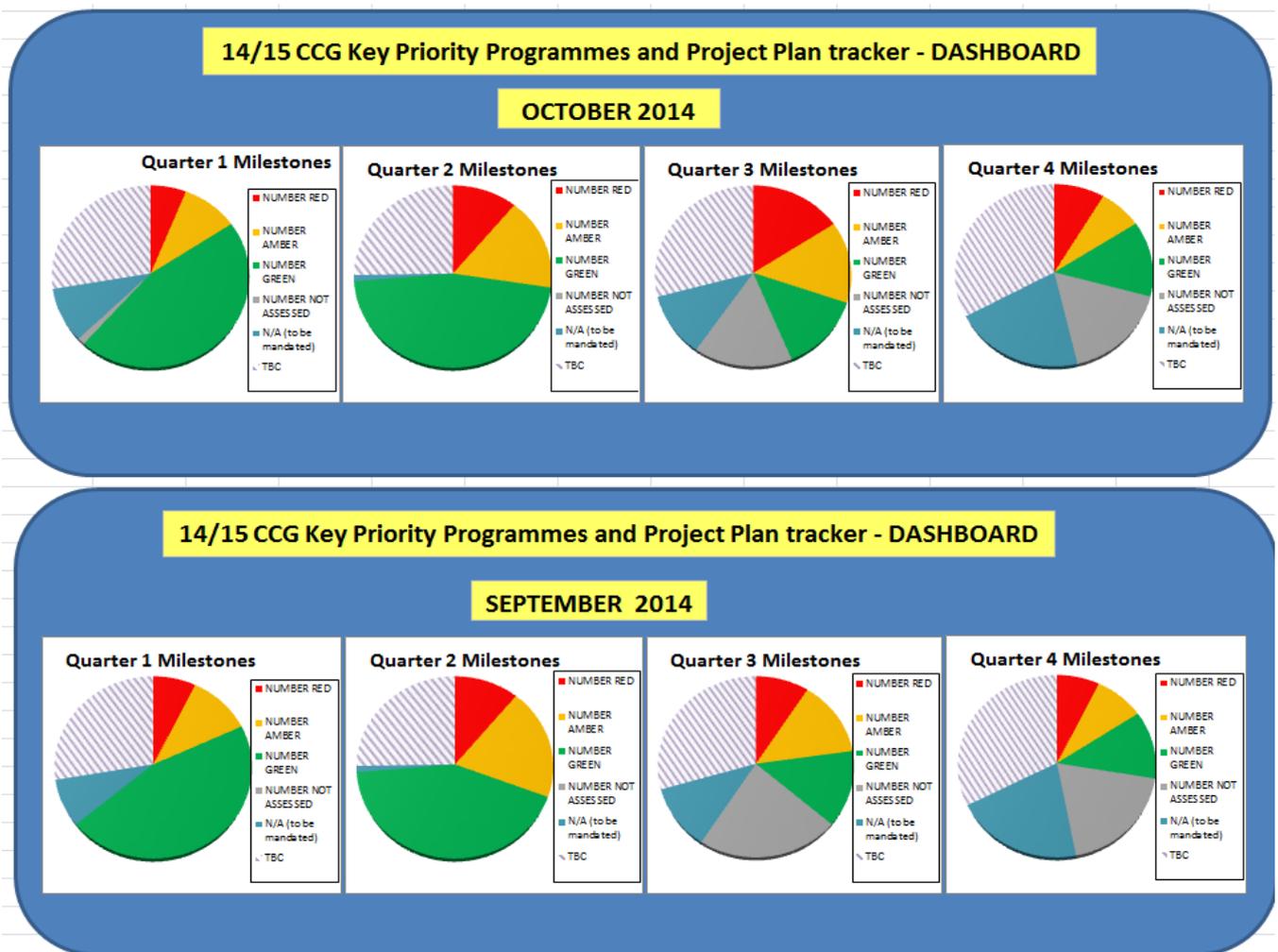
The number of milestones assessed as 'red' for Q1-Q4 has increased compared to last month where the figure was 8.7%. The number of milestones assessed as 'green' has increased compared to last month where the figure was 28.7%.

2.1 Changes from the previous assessment (Q2 assessment)

As indicated in Appendix 1 overall there has been an increase the number of milestones assessed as 'green' for Q2 from 39 in the September assessment to 42 in the October assessment. This is largely due to changes from 'amber' to 'green' in milestones assessment in the following:

- Develop supporting plan to Quality Strategy to document key processes and governance structures – Quality Plan signed off by the Quality Committee in October
- Engagement and involvement of local community in setting of 2015/16 commissioning priorities – Plan for widespread engagement agenda with all key stakeholders and start of engagement activities such as GP engagement, provider letters, community roadshows, patient surveys and focus groups
- Transition of Commissioning Support Services from NHS South Commissioning Support Unit (CSU) to NHS South London CSU

Figure 1



Please note: project milestones currently recorded as ‘not assessed’, ‘n/a’ or ‘tbc’ refers to projects where there is either; no milestone or milestone activity in the period, the associated project is awaiting formal mandate to proceed or an assessment is awaited from the Project Manager.

Achieved (closed) projects

No projects have been formally closed in October.

3. Key Achievements

In addition to the **key achievements** highlighted in the last report to the Governing Body achievements include:

- **Surrey and North East Hampshire Integrated Commissioning Strategy Emotional Wellbeing & Adult Mental Health (2014-17)**

Following on from a comprehensive engagement and consultation process, the final version of the MH strategy was taken to the Executive Committee (October 14) Insights and information gained from the strategy development and consultation process have proven invaluable in shaping the development of the CCG’s MH commissioning intentions.

Now that the strategy has been finalised, the Surrey Downs MH Clinical network is reviewing and prioritising those elements of the strategy most relevant to Surrey Downs' patients. The initial focus relates to strategic priority 4: Effective crisis care. The CCG has already contributed towards a number of crisis care workshops and discussions involving Concordat partners across the system. As part of next stage in process the external consultancy firm engaged by the MH Collaborative will undertake bespoke modelling work for each CCG region which will directly inform a crisis care planning session in early January.

Transformation Challenge Award

At the beginning of October, Surrey and Borders Partnership NHS Foundation Trust, Surrey Police, the Clinical Commissioning Mental Health Collaborative and Surrey County Council submitted a joint bid to the Transformation Challenge Award for £1.5m to support our work around improving crisis provision for people with Mental Health problems. Our bid has been successful and Surrey has been awarded £1.5m to support the development of a universal Integrated Mental Health Response Service with a single point of access; better information sharing across agencies; and enhanced community support.

The Department for Communities and Local Government will be making a formal announcement.

With this funding we will be able to fully realise our ambitions for transforming the public service response to crisis situations for people with Mental Health problems.

• Primary Care Co-Commissioning

After new guidance was issued late November the CCG has been engaging with stakeholders as to which model, if any, of Primary Care Co-Commissioning the CCG should adopt in 15/16. The national guidance offers CCGs 3 different models of co-commissioning:

- More involvement in Primary Care - an informal option where CCG meets more frequently with Area Team
- Joint commissioning - where a joint CCG:Area Team committee oversees primary care commissioning with equal sign off
- Delegated commissioning - whereby budgets and functions are delegated fully from Area Teams to CCGs

After discussions with the LMC and Area Team it is likely the CCG will submit an expression of interest in Joint Commissioning however this will be determined by the membership in the December round of Commissioning meetings and a membership vote. The CCG is keen to engage with a direction of travel which can bring tangible benefits to patients and the public through simplifying the commissioning process.

• Patient and Public feedback

From December practices are contractually required to offer patients the option of returning feedback to the practice via the Friends and Family Test (FFT). This is a survey in place across

the acute system already. The CCG has commissioned enhanced support for practices to meet this requirement through iWantGreatCare- a company which will offer patients the survey in hard copies and analyse results. This will increase returns of the survey by offering online and hard copy surveys and will give the CCG an insight in to which areas of Primary Care need further support to tackle areas where inequity are apparent.

The Communications team appointed a Patient & Public Engagement Manager in October, who will now be working with the Head of Communications and Engagement to take the engagement agenda forward. Over the past quarter this has involved:

- The recruitment of a new lay member for Patient & Public Engagement
- Updates to the reimbursement policy to resolve expense issues for patient representatives
- The communications team organising roadshows throughout the Surrey Downs area during December and January. The aim being to engage directly with the public on any issues they wish to discuss, provide an update on our commissioning intentions, and populate the CCGs patient advisory virtual network by encouraging individuals to sign up via our newsletter.

- **Children and Adolescent Mental Health Services (CAMHS) - pre-procurement phase**

Following an extensive engagement phase with health and social care professionals, services users, young adults and their families, the CAMHS steering group is finalising service specifications and an options paper regarding future investment and services within the CAMHS portfolio. This paper is expected to come to the Governing Body in January 2015.

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Community Medical service as part of the Team, a Frailty Pathway for Surrey Downs as well as the development of a number of processes such as Discharge to Assess.

An exciting and significant multi-agency, whole system workshop was held on 3rd December. Attendance was comprehensive across both the full range of community and acute providers as well as Surrey County Council, South East Coast Ambulance Service, local Borough colleagues and Voluntary Sector partners. There was very positive engagement from all present regarding the development of the integration and partnership plans for Surrey Downs CCG and the following progress was shared enabling colleagues to further contribute to the evolving plans and processes:

CMDT - Both providers and commissioners have met regularly and scoped and drafted a model for the delivery of the CMDT.

Discharge to Assess -This has begun across all Surrey Downs Health Economies, though the only patients to date that have trialled this have been in the Epsom locality. The Sheffield model approach is being implemented and there is very useful and significant learning from each patient, e.g. both patients really wanted to go home, therapy and Social Care was expediently delivered though there were pockets of delay, the multi-disciplinary team pulled together well and it was apparent that the Community Medical element needs mobilising and is crucial to success. This active learning is then fed back into continuous improvement of the process.

Wellbeing Promotion and Prevention and 'Mission 90' - Surrey Downs CCG is reviewing the opportunities to work with Public Health and Borough Councils to discern which prevention projects have the best health benefits for Surrey Downs patients.

Frailty Pathway - Initial scoping has begun and this will then progress following the planned audits of service and engagement events.

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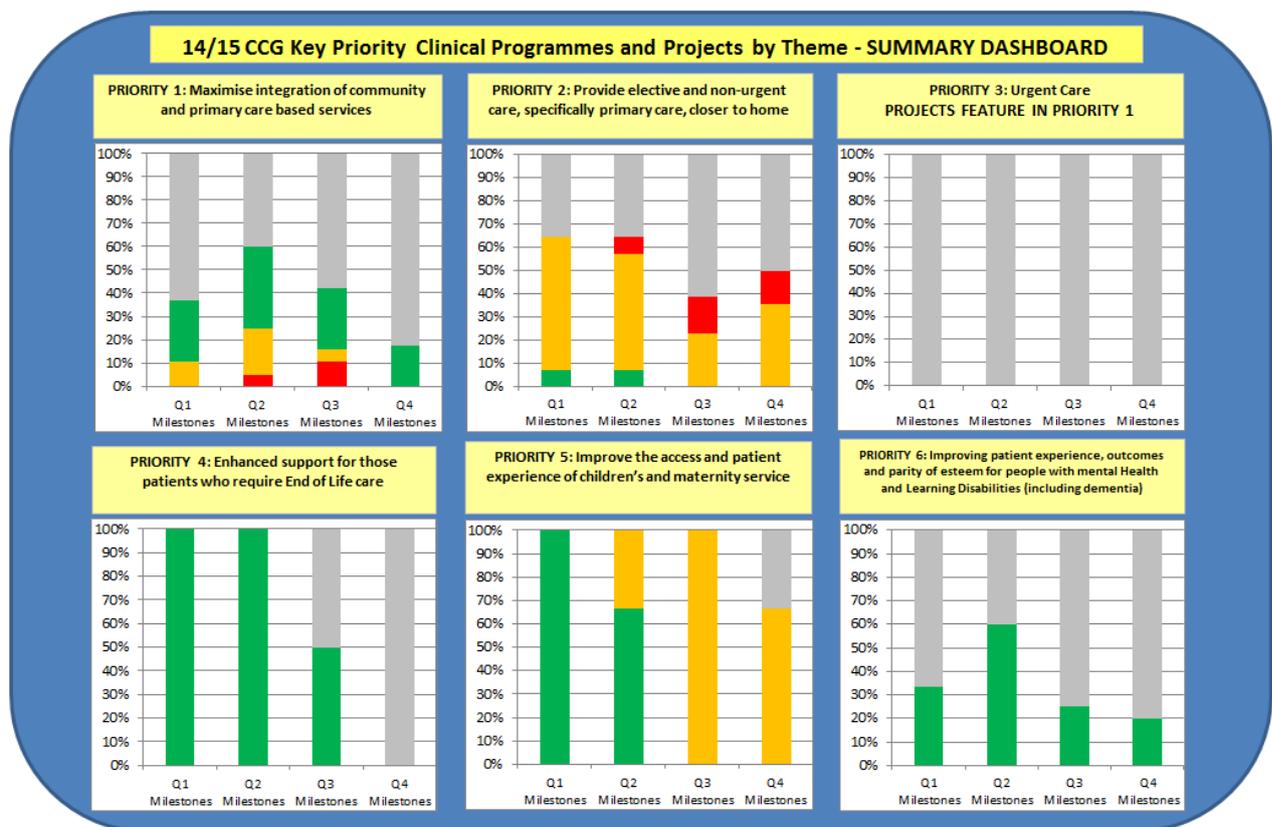
The Communications & Engagement Strategy has now been agreed. This is a working document, with updates reported to the Executive team on a monthly basis.

4. RAG status by Programme Theme

The performance dashboard (Figure 2) shows the current RAG assessment for project milestones grouped by overarching programme themes. The chart currently includes clinical priority themes only. Subsequent reporting will include both clinical and organisational programmes.

The charts shows the percentage of projects assessed as 'red', 'amber', 'green' or 'not assessed' for each milestone period; Q1 (Apr-Jun), Q2 (Jul-Sep), Q3 (Oct-Dec) and Q4 (Jan-Mar).

Figure 2



Please note: project milestones currently recorded as 'not assessed' refers to projects where there is either no milestone or milestone activity in the period, the associated project is awaiting formal mandate to proceed or an assessment is awaited from the Project Manager.

Supporting Documentation:

details of the current status of all programmes are available in a separate document published as an on-line document only with the Board papers on the CCG website

Appendix 1 – Quarterly milestones assessment (detailed view): October compared to September

Sep-14										
Q1 MILESTONES		Q2 MILESTONES		Q3 MILESTONES		Q4 MILESTONES			Total	Percentage
NUMBER RED	6	NUMBER RED	10	NUMBER RED	8	NUMBER RED	6		30	8.70% % RED
NUMBER AMBER	9	NUMBER AMBER	18	NUMBER AMBER	12	NUMBER AMBER	7		46	13.33% % AMBER
NUMBER GREEN	38	NUMBER GREEN	39	NUMBER GREEN	12	NUMBER GREEN	10		99	28.70% % GREEN
NUMBER NOT ASSESSED	0	NUMBER NOT ASSESSED	0	NUMBER NOT ASSESSED	20	NUMBER NOT ASSESSED	16		36	10.43% % NOT ASSESSED
N/A (to be mandated)	7	N/A (to be mandated)	1	N/A (to be mandated)	10	N/A (to be mandated)	17		35	10.14%
TBC	23	TBC	23	TBC	26	TBC	27		99	28.70%
									Total	345
Oct-14										
Q1 MILESTONES		Q2 MILESTONES		Q3 MILESTONES		Q4 MILESTONES			Total	Percentage
NUMBER RED	5	NUMBER RED	10	NUMBER RED	14	NUMBER RED	7		36	10.43% % RED
NUMBER AMBER	8	NUMBER AMBER	15	NUMBER AMBER	13	NUMBER AMBER	6		42	12.17% % AMBER
NUMBER GREEN	38	NUMBER GREEN	42	NUMBER GREEN	12	NUMBER GREEN	11		103	29.86% % GREEN
NUMBER NOT ASSESSED	1	NUMBER NOT ASSESSED	0	NUMBER NOT ASSESSED	14	NUMBER NOT ASSESSED	14		29	8.41% % NOT ASSESSED
N/A (to be mandated)	8	N/A (to be mandated)	1	N/A (to be mandated)	10	N/A (to be mandated)	17		36	10.43%
TBC	23	TBC	23	TBC	26	TBC	27		99	28.70%
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