

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

**Meeting:** Governing Body

**Date:** 31<sup>st</sup> January 2014

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<b>Purpose</b>	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 2013/14. The report provides a RAG ('red', 'amber', 'green') assessment summary across all programmes using a performance dashboard.

Significant progress in delivery has been made since the last report to the Governing Body. The number of Programme milestones assessed as 'green' has risen markedly from 38.5% in October to 54.4% in November. Some of the achievements include:

- **Referral Support Service (RSS):** The RSS supports practices with signposting referrals, enhances patient choice, creates efficiency and supports the development of seamless care pathways.
- To date the RSS has received 2788 referrals to January. There has been a **six fold increase in referrals**, increasing from 59 in week 1 to 359 in week

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14. 61% of patients are processed within 3 days and 39% over 3 days. No patient has waited more than 5 days. All Practices in Medlinc Locality and East Elmbridge Locality are signed up and have gone live, with Mid-Surrey Locality coming on stream in January.

- Significant progress has been made in **CHC delivery programmes** to ensure the 94 recommendations from the review are implemented. Key programmes of work have been identified and a dedicated Programme Delivery Team is in place. Interim appointments to Business Manager and Senior Nurse lead have been made. A CHC Programme Board has been established to assure delivery, reporting to the Surrey CCG's Collaborative Strategic group on progress.
- **Out of Hospital Service Reviews.** Reviews are currently taking place to ensure that all services are aligned to our commissioning intentions and fit for purpose. This work will be concluded in early February 2014.
- **Developing Primary Care Standards**, including incorporating Enhanced Services with the aim to help practices achieve standardise quality services, such as blood pressure monitoring, enhanced diabetes care and medicines management. The next steps are to draft the specifications and engage with practices before launching the new standards for patients on 1st April 2014.
- Out of Hours draft specification is ready for consultation with a wide range of stakeholders. Additionally SDCCG has enhanced out of hours medical provision into our two responsible prisons (High Down and DownView).

**Recommendation(s):**

The Governing Body is asked to note the progress in delivery of 13/14 Key Priority Programmes.

- a) Implementation of RSS (Referral Support Service)
- b) CHC Review Programme
- c) Out of Hospital Service Reviews and Development of Primary Standards

**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

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## **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**

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**

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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 2013/14 – Month 9 (December 2013)

### 1. Introduction

This report provides a high level summary of progress in delivery of the CCG Key Priority Programmes for 2013/14. 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. A 'green' assessment indicates that the milestone is achieved and completed, an 'amber' assessment indicates that the milestone is not completed but on track for achievement, a '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 Board
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 (November 13) RAG assessment for project milestones to be met in each quarter, Q1 (Apr-Jun), Q2 (Jul-Sep), Q3 (Oct-Dec) and Q4 (Jan-Mar), compared to the October position. 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. Whilst there has been an increase in the proportion of milestones assessed as 'red' (5.9% in November compared to 3.9% in October.), the number of milestones at 'green' has risen markedly from 38.5% in October to 54.4% in November.

### **Changes from the previous assessment**

As indicated in the performance dashboard (Figure 1) there has been a significant rise in the number of milestones assessed as 'green' for Q3 from 24 in last month's report to 72 in this report. This is largely due to changes from 'amber' to 'green' assessment in the following key programme areas:

- Progress in Epsom and SASH Local Transformation Boards delivery programmes
- Partnership working in implementing the Health & Wellbeing Board Strategy
- Accountability around the Out of Hospital Strategy
- Localities involvement in the development of Commissioning Intentions for 2014/15
- Progress in CHC Programmes and Surrey CCG Collaborative Commissioning
- Progress in Clinical Audit programmes
- Review of Community Assessment Unit at Epsom Hospital complete
- Development and Procurement of Out of Hours Specification
- Implementation of the Referral Support Service
- Progress in Elective pathway service re-design work – launch of re-design workshops
- Progress in Out of Hospital Service Reviews
- Mobilisation of new provider for Dorking X-ray service

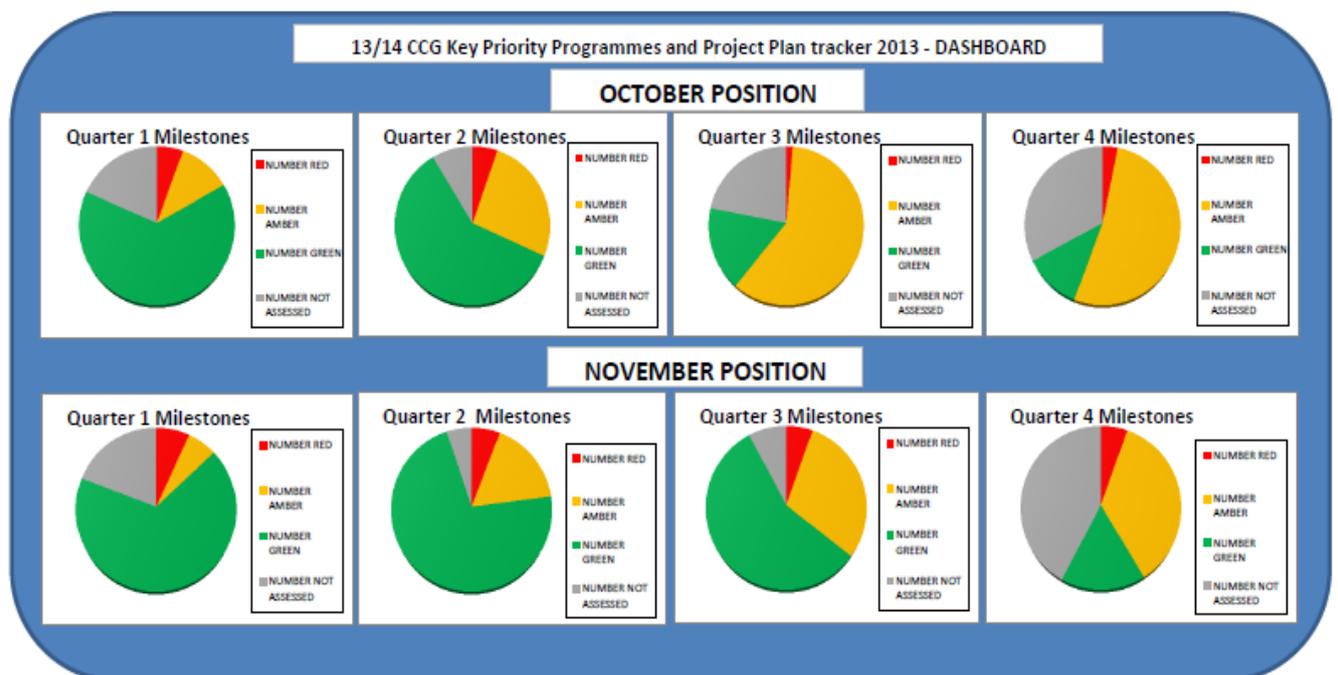
As part of the regular review of programme milestones, 8 milestones have been re-assessed from 'not assessed' to 'green'

The number of milestones assessed as 'red' for Q3 has increased (from 2 in October to 5 in November), the key contributing factors are;

- Delays in establishing locality QIPP reports due to demand on capacity to support 2014/15 planning round activities

- A small number of organisational policies and procedures remain in draft format due to be finalised end of February.
- Primary Care Baseline Exercise (part of the work in developing Primary Care Standards), needed further consideration. Practice visits are commencing end of January.
- Upgrade/re-procure Leatherhead X-Ray service: Agreement is required by Epsom Hospital in order to proceed with the upgrade/procurement
- The wider launch of engagement on commissioning priorities for 2014/15, seeking views of local people and community group's timescale has been adjusted to ensure the process is more inclusive and focus support on Out of Hours programme. However, Locality patient representatives and the CCG's Patient Advisory Group have been engaged in discussions about future commissioning plans.
- Quality strategy timeline moved to April 2014 to ensure the quality is impeded in our planning assumptions and aligned to our overall commissioning plan.
- Estates strategy delayed due to updated guidance and organisational changes across NHS Property Services (PS). Plans to secure interim resource from PS to support development of estates strategy by end of April 2014.

**Figure 1**



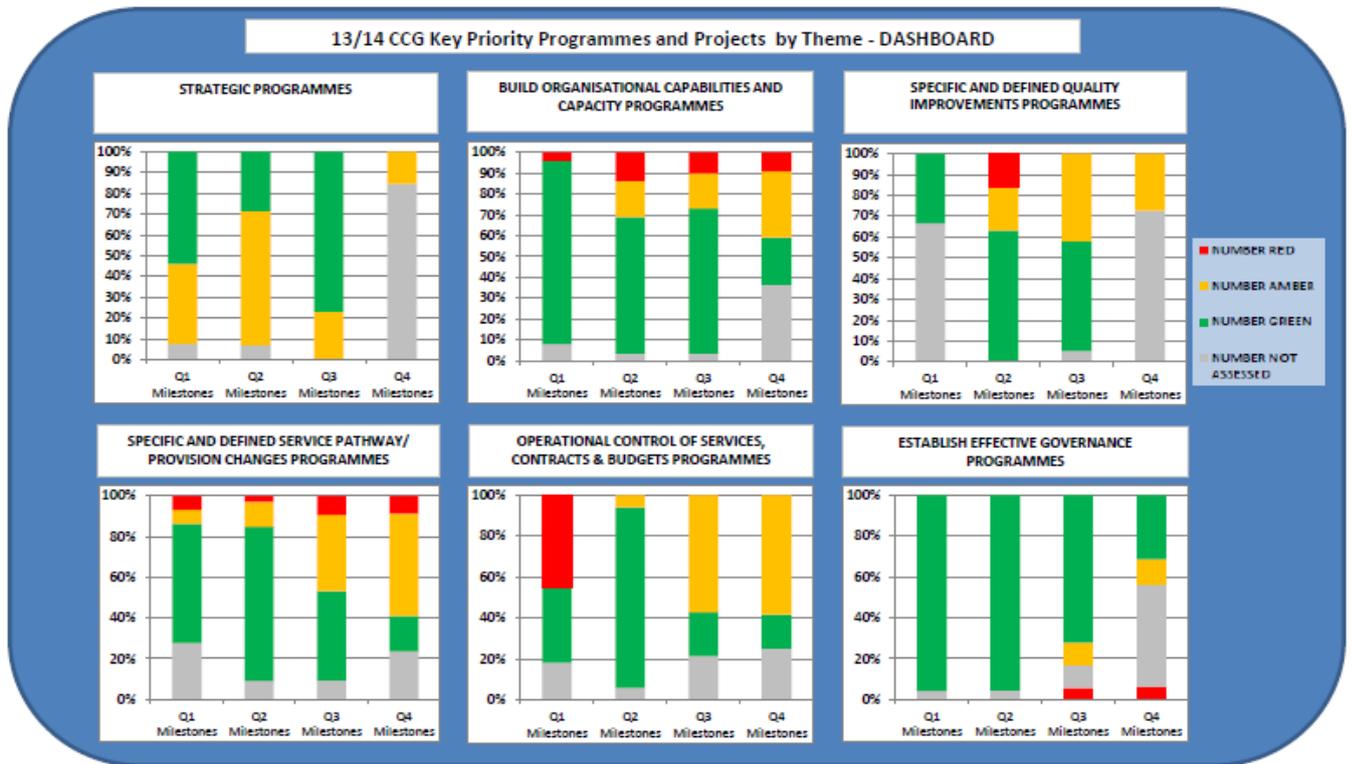
In addition the **key achievements** highlighted at the last meeting achievements include:

- **Referral Support Service (RSS):** The RSS supports practices with signposting referrals, enhances patient choice, creates efficiency and supports the development of seamless care pathways.
- To date the RSS has received 2788 referrals to January. There has been a **six fold increase in referrals**, increasing from 59 in week 1 to 359 in week 14. 61% of patients are processed within 3 days and 39% over 3 days. No patient has waited more than 5 days. All Practices in Medlinc Locality and East Elmbridge Locality are signed up and have gone live, with Mid-Surrey Locality coming on stream in January.
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- Out of Hours draft specification is ready for consultation with a wide range of stakeholders. Additionally SDCCG has enhanced out of hours medical provision into our two responsible prisons (High Down and DownView).

### 3. RAG status by Programme Theme

The performance dashboard (Figure 2) shows the current RAG assessment for project milestones grouped by overarching programme themes. 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 or where the project lead has indicated that the project has concluded or the programme of programme of work is now complete.

**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 – Changes from last month’s assessment (detailed view)

OCTOBER													
Q1 MILESTONES			Q2 MILESTONES			Q3 MILESTONES			Q4 MILESTONES				
NUMBER RED	7		NUMBER RED	8		NUMBER RED	2		NUMBER RED	4		21	3.93% % RED
NUMBER AMBER	14		NUMBER AMBER	39		NUMBER AMBER	84		NUMBER AMBER	64		201	37.57% % AMBER
NUMBER GREEN	80		NUMBER GREEN	88		NUMBER GREEN	24		NUMBER GREEN	14		206	38.50% % GREEN
NUMBER NOT ASSESSED	23		NUMBER NOT ASSESSED	13		NUMBER NOT ASSESSED	31		NUMBER NOT ASSESSED	40		107	20.00% % NOT ASSESSED
<b>Total</b>											<b>535</b>		
NOVEMBER													
Q1 MILESTONES		Change from previous period	Q2 MILESTONES		Change from previous period	Q3 MILESTONES		Change from previous period	Q4 MILESTONES		Change from previous period		Change from previous period
NUMBER RED	8	1	NUMBER RED	8	0	NUMBER RED	7	5	NUMBER RED	6	2	29	5.98% % RED ↑
NUMBER AMBER	7	-7	NUMBER AMBER	23	-16	NUMBER AMBER	38	-46	NUMBER AMBER	39	-25	107	22.06% % AMBER ↓
NUMBER GREEN	77	-3	NUMBER GREEN	97	9	NUMBER GREEN	72	48	NUMBER GREEN	18	4	264	54.43% % GREEN ↑
NUMBER NOT ASSESSED	22	-1	NUMBER NOT ASSESSED	7	-6	NUMBER NOT ASSESSED	10	-21	NUMBER NOT ASSESSED	46	6	85	17.53% % NOT ASSESSED ↓
<b>Total</b>											<b>485</b>		