

Agenda item: 12

Paper no: PCCCiC 37-18

Title of Report:	Primary Care Commissioning & Development – November Assurance Report	
Status:	For information	
Committee:	Primary Care Commissioning Committee (NWS)	Date: 09/11/2018
Venue:	Church Street, Weybridge	

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Governance:

Conflict of Interest: The Author considers:	Member Practice Staff	✓
	CONFLICT(S) NOTED • Remain in meeting and participate in discussion but not decision	✓
Previous Reporting: (relevant committees/ forums this paper has previously been presented to)	PCOGs October	
Freedom of Information: The Author considers:	Open – no exemption applies	✓

Executive Summary:

The attached report is to provide PCCC an update on the projects currently held by the Primary Care Commissioning team. .

Implications:

What is the health impact/ outcome and is this in line with the CCG's strategic objectives ?	<ul style="list-style-type: none"> • Primary Care development • Safe, effective care providing the best possible health and care outcomes and patient experience
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What is the financial/resource required?	No implication
What legislation, policy or other guidance is relevant?	GPfV SHP Digital Strategy Local Primary Care Strategies
Is an Equality Analysis required?	N/A
Any Patient and Public Engagement/consultation required?	Not applicable
Potential risk(s) ? (including reputational)	Any risks would be identified through the projects

Recommendation(s):

PCOG noted the updates and are keen to have the financial framework for the release of the Networks infrastructure money. (£1.00php) This is being worked up and will be shared with PCOG virtually once Joint Executive Team have signed off the approach. (6th November)

Commissioning and Development Programme Assurance – Highlight Report

(please refer to main report for full details of projects' progress)

1) Extended Access –

As at Oct 18 - All extended access providers are now live. All providers have been put in touch with the Directory of Services Lead and have been sent a pro forma to fill out for the provision of 111 booking appointments.

2) Primary Care Networks

A North West Surrey PCN Steering Group has been implemented to assist in the delivery of coordinated project and engagement support to enable successful delivery of the PCN programme

A PCN meeting in G&W is the process of being arranged involving the Networks Leads, NAPC and Primary Care and CCG representation.

Population health data packs are in the process of completion with a potential to circulate to Surrey Heartlands practice mid - late November.

3) Social Prescribing –

In NWS, it is estimated that approximately 23 practices are actively referring into Social Prescribing schemes. An audit across G&W and Surrey Downs is being carried out to determine the overall number of practices referring across the Surrey Heartlands.

4) Workflow optimisation

In recent weeks, there has been increased interest in Workflow Optimisation. Three extra practices are now implementing this across the Heartlands, with the potential for another two to join the reporting process.

5) Active Sign posting and Care Navigation

A programme of works is now underway by the Primary Care Team to determine the overarching approach of delivery of active signposting across SH General Practice.

6) Time for Care Programmes – GP Quick Start and Learning in Action

NHSE Programme Managers will be visiting all GP Locality Meetings across the Heartlands over the next couple of months (Nov-Dec) to promote the Learning in Action programme and encourage practices to sign up.

7) Badgernet

As at 15/10, training is being booked regularly across North West Surrey. Approximately ten practices have received training and others are signing up.

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Commissioning and Development Programme Assurance

Executive Summary

The purpose of this paper is to provide the Committees in Common Board with an update on the five workstreams that support the delivery of the GP Forward View strategy:-

- Investment
- Care Redesign
- Infrastructure
- Workforce
- Workload

As at 19 October 2018, the Surrey Heartlands Primary Care Team has been working hard to develop, shape and support the various projects that align to the GPFV strategy. A significant piece of work has recently been undertaken, in the form of an extensive and highly detailed research and mapping exercise, bringing together the number of projects operating in association with the five workstreams. The work done to date has subsequently contributed to the formation of an overarching Commissioning and Development Programme Assurance Tracker and associated RACI framework. (Appendix 1). The information contained in the Programme Tracker underpins and informs the information contained in this assurance report.

Programme Delivery Summary

A summary analysis of each of the five workstreams is provided below:

Theme	RAG by theme (inc previous period) and commentary			
1. Investment	Aug-18	Sept-18	Oct-18	Meetings have taken place with Finance to identify and allocate funding into the relevant workstreams. It has been agreed that finance will provide a quarterly update with the first information being made available for the November PCOG and PCCC meetings. The report will focus on 3 areas, budget, committed spend and actual spend
2. Care Redesign	Aug 18	Sept 18	Oct-18	Not all projects sitting under the Care Redesign workstream are contained in this overall report, only those required to meet specific target dates are included in this report. This RAG rating is therefore only reflective of the current projects included in this report
3. Infrastructure	Aug 18	Sept-18	Oct-18	Several of the Infrastructure Projects are reliant on external organisations to support delivery. Some of these deliverables require significant resource to be provided to support the role out of projects, this resource planning is underway. The RAG rating is only reflective of the current infrastructure projects included in this report.
4. Workforce	Aug-18	Sept-18	Oct-18	Not all projects sitting under the Workforce workstream are contained in this overall report, only those required to meet specific target dates are included in this report. This RAG rating is therefore only reflective of the current projects included in this report
5. Workload	Aug-18	Sept-18	Oct-18	Not all projects sitting under the Workload workstream are contained in this overall report, only those required to meet specific target dates are included in this report. This RAG rating is therefore only reflective of the current projects included in this report

Care Redesign Workstream projects' status

Extended Access (part 1)

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme Complete	Programme Complete	Programme Complete	1/10/18	Yes

Brief summary –

As at Oct 18 - All extended access providers are now live. All providers have been put in touch with Directory of Services Lead and have been sent a pro forma to fill out for the provision of 111 booking appointments.

A review of practice websites for advertising the extended access is taking place with feedback mechanisms established to inform us of the outcome.

Black Pear has been introduced in Haslemere and the practice can now book patients into extended access meaning that we have 100% coverage across SH

NICS are installing a telephone line at the Bedser Hub and this line will enable same day bookable appointments and will be able to book across all hubs in NICS

Primary Care Homes (including Population Health)

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme in early stages – programme not led by the primary care team	Programme in early stages – programme not led by the primary care team	Programme in early stages – programme not led by the primary care team	31/3/2019	Potentially

Brief summary –

There is increasing CCG primary care team representation engaged in the programme across each of the CCGs and therefore primary care can start to provide a moderate level of assurance that this programme is on track to deliver outputs by the target date

A North West Surrey PCN Steering Group has been implemented to assist in the delivery of coordinated project and engagement support to enable successful delivery of the PCN programme

A PCN meeting in G&W is the process of being arranged involving the Networks Leads, NAPC and Primary Care and CCG representation.

The offer of support and assistance has been offered by members of the Primary Care Team to some of the Networks who are ready to move forward and create their Business Model and Project Plans, with the offer extended to those who may require some support in the future.

Population health data packs are in the process of completion with a potential to circulate to Surrey Heartlands practice mid - late November.

LCS/PCQS (Current and New)

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing	Programme currently ongoing	Programme currently ongoing	31/3/20	Potentially

Brief summary –

A draft Care Home LCS is in development and will be presented to NWS PCOG in October with potential onward travel to CiC in November.

The ADHD LCS for Surrey Downs and G&W requires refining and is expected to come back for final approval at CiC in November.

Enhanced Health in Care Homes

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing – programme led by the Urgent and Integrated Team	Programme currently ongoing – programme led by the Urgent and Integrated Team	Programme currently ongoing – programme led by the Urgent and Integrated Team	31/3/2019	Potentially

Brief summary –

Task and Finish Group to be held in November 2018 to –

- Establish the NHS Mail and IG tool kit process
- Determine approach in each SH CCG area to deliver NHS mail to all homes by October 2019.
- Identify which care homes already have NHS mail and our

Primary Care are a part of this task and finish Group.

Social Prescribing

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing - programme led by the Urgent and Integrated Team	Programme currently ongoing - programme led by the Urgent and Integrated Team	Programme currently ongoing programme led by the Urgent and Integrated Team	31/12/2018 - Phase 1 1/4/19 – Phase 2	Potentially

Brief Summary -

Training of Social prescribing link workers has been scoped and consulted on with Surrey Heartlands stakeholders. A draft-training framework has been developed following feedback from the stakeholder meeting. A small group have also volunteered to steer this work moving forward.

There is much cross over with care navigation in primary care (all CCGs are looking to implement training for GP practice admin/reception staff to identify patients and signpost to wider support and services). Training is being scoped for staff. In addition, the MECC programme is also delivering staff training that will support a wide range of professionals (Health and social care) to raise healthy lifestyles conversations with their patients/clients. For this year, it is proposed that training of link workers will be aligned to MECC training and considered as the highest level of the MECC training offer.

In NWS, it is estimated that approximately 23 practices are actively referring into Social Prescribing schemes. An audit across G&W and Surrey Downs is being carried out to determine the overall number of practices referring across the Surrey Heartlands.

Read Codes in EMIS have been identified, with a decision yet to be made as to whether local codes should be used or whether we should be using the national codes to identify social prescribing. More information to follow.

Workload Workstream projects' status

Workflow Optimisation

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme in early stages	Programme currently ongoing	Programme currently ongoing	31/3/20	YES

Brief summary –

In recent weeks, there has been increased interest in Workflow Optimisation. Three extra practices are now implementing this across the Heartlands, with the potential for another two to join the reporting process.

Ten dual screens have been delivered with five allocated to Practices so far. The remaining five will be distributed over the next few weeks.

The primary care team continue to work hard providing a high level support and working closely with the HERE team to provide a high level of support.

EMIS Search & Reports

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme -Pre initiation	Programme Complete	Programme in early stages	31/3/2020	Yes

Brief summary –

Surrey downs up are now up and running

The primary care team have pushed for the purchase and mobilisation of Enterprise S&R for the G&W geography and the CSU team are now in the procurement process. More information to follow.

North West Surrey are going moving into the data checking stages to run data comparisons with the Practices. Appointment data searches still need to be run, with agreement given.

Active Sign posting and Care Navigation

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme in early stages	Programme -Pre initiation	Programme in early stages	31/3/19	Potentially

Brief summary –

A programme of works is now underway by the Primary Care Team to determine the overarching approach of delivery of active signposting across SH General Practice.

An options appraisal is currently in development to identify and evaluate the most appropriate Care Navigation training package.

e-Referrals/Paper Switch Off

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing	Programme currently ongoing	Programme Complete.	1/10/18	Yes

Brief summary –

NWS paper referrals have reduced to 1 or 2 a week at most. Steering has reduced the frequency of meetings from fortnightly to monthly.

G&W- NHS digital and the Royal surrey have agreed that the supporting data is not currently good; therefore, the RSS at Royal Surrey are looking at ways in which they can improve the data quality.

Primary care continue to support the practices experiencing trouble. A substantial amount of telephone and email support has been put in place to accommodate queries.

Time for Care Programmes – GP Quick Start and Learning in Action

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for delivery	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing	Programme currently ongoing	Programme currently ongoing	20/21	Yes

GP quick start programme (currently on its 7th wave) provides tools and methods to help practices to streamline activities across the practice and eliminate waste. The programme enables General Practice to meet the increasing demands on time and capacity with the same resources. In NWS, 20 practices have signed up to this programme. No practices in Surrey Downs and G&W have signed up as yet, however when the next programme wave begins it is hoped that we can encourage practices to sign up.

Learning in Action programme- NHSE Programme Managers will be visiting all GP Locality Meetings across the Heartlands over the next couple of months (Nov-Dec) to promote this programme and encourage practices to sign up.

SQUIRE/Workload Observatory Project

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for delivery	Is the scheme on track to enable delivery of service by target date?
Programme –Pre Initiation stage	Programme –Pre Initiation stage	Programme –Pre Initiation stage	TBC	Yes

Brief Summary -

A briefing paper is in development with a view to sending to Communication Leads across the CCGs for them to tailor to their local bulletins. The paper is to be run past the LMC before circulation.

In addition to the above, leaflets, flyers and fact sheets are all currently in development.

The Primary Care Team are committed to working closely with the Surrey Heartlands Programme Lead to ensure close collaboration with General Practice.

Workforce Workstream projects' status

Utilising the existing workforce tools (National and Local) to produce a robust workforce baseline and identify gaps

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing	Programme currently ongoing	Programme currently ongoing	31/3/19	Potentially

Brief summary -

New toolkit coming out in the new year, which combines elements of both toolkits and should be the only one toolkit to utilise. Work needs to be done with Practices to support the use of this toolkit. This data will be used

to inform an improved workforce baseline which will be reflected in the Primary Care Workforce strategy currently in development.

As at October 18, the Q2 HEKSS Work Force submission saw 81% practices submitting data into the tool. The next stage is to identify the workforce required for population need and population size aligned with population health with an activity driven solution.

Workforce Supply - pre employment

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing	Programme currently ongoing	Programme currently ongoing	31/3/19	Potentially

Brief summary –

International Recruitment – SH are Wave 3 and as at October 18 work is gathering momentum. NHSE have been contacted to share progress from Wave 1 and 2.

Upskilling - role enhancement (clinical and clerical)

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing	Programme currently ongoing	Programme currently ongoing	31/3/19	Yes

Brief summary –

As at October 2018, 2 commissioned places for Advanced Clinical Practice course have been filled by Surrey Heartlands Paramedics.

New roles - at all levels (clinical and clerical)

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing	Programme currently ongoing	Programme currently ongoing	31/3/19	Potentially

Brief summary –

Linked closely with the workforce tools project the development of new roles is looking at understanding demand and capacity requirements at both understanding demand and capacity requirements both in terms of current workforce, but also looking at future needs through the development of the population health data that is supporting the Primary Care Homes.

Primary Care Homes (new ways of working) - Alignment of workforce into Primary Care Homes, ICP and ICS, education and training to become more place based.

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme not yet commenced - still in planning stages	Programme not yet commenced - still in planning stages	Programme not yet commenced - still in planning stages	31/3/19	No

Brief summary -

As at October 18, there is an emphasis on developing an integrated workforce to work across all systems aligned to the CEPN operating framework and delivery plan identified to develop and support new ways of working.

There remains a need to further integrate with Population Health and Primary Care Networks projects to ensure collaborative piece

Leadership - Encouraging all primary care staff to take advantage of HEE Leadership programmes and mentorship development

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme currently ongoing	Programme currently ongoing	Programme currently ongoing	31/3/19	Yes

Brief summary –

A plan has been developed to scope all HEE recognised and other leadership opportunities and map according to experience and staff group. Changes from the NMC to mentorship standards mean there is currently a gap in up to date provision. Hence, there is a plan to commission a 2-day programme from UOP to bridge the gap.

Infrastructure Workstream projects' status

MJOG

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
N/A – uptake is minimal	Programme nearing completion	Programme nearing completion	31/3/19	Yes

Brief summary

MJOG team came to the user group and demonstrated SMART messaging with practices encouraged to start using. Red Practice in NWS locality are now piloting MJOG.

DOCMAN

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme – pre initiation	Programme complete	Programme in early stages	31/3/19	Yes – NWS

Brief summary –

Surrey Downs: As at 15/10 project complete

G&W: Programme is currently in pilot phase.

Across North West Surrey there are 5 sites live, 6 are booked to go and expressions of interest to upgrade from 11 practices have been received. A meeting is being held shortly to start arranging allocated time to perform the upgrade.

Badgernet

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
N/A	Programme – early planning stages	Programme – currently ongoing	31/3/19	Potentially

Brief summary -

As at 15/10 across North West Surrey, training is being booked regularly. Approximately ten practices have received training and others are signing up.

In Surrey Downs there is no planned roll out as yet, awaiting learning from NWS.

IT Refresh

Current Progress across Surrey Heartlands - Guildford and Waverley localities	Current Progress across Epsom, Dorking and East Elmbridge	Current Progress across Thames Medical, SASSE and Woking localities	Target date for mobilisation of service (NWS)	Is the scheme on track to enable delivery of service by target date?
Programme – pre initiation	Programme – pre initiation	Programme – pre initiation	31/3/19	Potentially

Brief summary -

The CSU have now deployed their asset management software to all GP sites, which will enable the CSU to provide an audit report, which will inform how much hardware will be out of warranty and therefore needs to be procured. This will also allow the CSU to more accurately quote for the work required given the extended scope. We are expecting a Statement of Works from the CSU by the end of September. Once the SoW has been reviewed and agreed we will be able to start planning start dates for the project.

The eConsult pilot programme has been extended and widened to cover the range of functionality offered by the suppliers on the NHS England procurement framework. The programme is on track to be mobilised across Surrey Heartlands by 31/03/19.

Workstream Assurance reporting table - Appendix 1

- RAG ratings for individual metrics within each theme outlined in the workstream assurance tracker have been determined according to the thresholds outlined in Appendix 3
- Each metric has been independently scored based on a scoring matrix and thresholds as outlined in Appendix 3
- The overall RAG rating for each metric has been determined by averaging out the number of reds, greens, ambers and yellow subsequently scored by individuals who are involved in the direct delivery and/or support the programme.

The assurance table below focuses on projects with a required delivery date, however projects that support the overall delivery of the GP Forward View which do not have an expected delivery date, will still be monitored and supported to deliver efficiently and within timeframes agreed.

COMMISSIONING AND DEVELOPMENT WORKSTREAM ASSURANCE TRACKER

KEY	
N/A	N/A
H	No assurance
L	Low amount of assurance
M	Moderate amount of assurance
H	High amount of assurance

Processes/Operational activity for the five GPV workstreams:	Target date for completion of project delivery	Programme Delivery Assurance		Governance Assurance			Programme Management - Assurance from those responsible for delivering specific objectives or processes			Functions - Assurance that Issue and Risk frameworks are operating effectively			Financial Assurance		
		Scheme on track to meet target date of completion	Alignment of the interests and strategic direction of all stakeholders involved in the development and delivery of this project.	Reporting arrangements established and operating effectively - Internally and Externally	Quality Equality Diversity Impact Assessment completed	Yes/No	Plan in place setting out how SH CCGs will support the growth and development of the programme	Needs/Resources in place to ensure successful development, implementation and full mobilisation of project.	Management Review - evaluation methods and metrics in place to measure progress and outcomes	Issues noted are being dealt with effectively and within agreed timescales	Input Risk (impact on progress and mobilisation of programme)	Output Risk (impact on overall delivery)	Level of investment to support scheme	Measures/Plans in place to ensure and support financial management and oversight of programme expenditure.	Is scheme meeting expectations of level of investment set aside to support
Objective of Assurance activity - confidence in effectiveness of tasks required to achieve successful delivery															
Extended Access (Phase 1) - To have service fully operational by 1.10.18	01/10/2018	H	H	H	Yes	H	H	H	H	H	H	£ 3,375	H	H	
Extended Access (Phase 2) - Procurement Exercise	31/03/2020				M							£ -			
Primary Care Homes including Population Health project- Provision of care to a defined, registered population of between 30,000 and 50,000	31/03/2019	M	H	M	M	M	M	L	N	M	M	£ 1,231	M	M	
Enhanced Health in Care Homes - Access to consistent, named GP and wider primary care services. Access to out of hours (extended access) care when needed	31/03/2019	M	H	M	M	M	M	M	M	M	M	n/a	n/a	n/a	
LCS/PCGS - To review all LCS's in a phased approach for implementation 1.4.19	31/03/2020	M	H	H	n/a	n/a	M	M	M	M	M	n/a	n/a	n/a	
Objective of Assurance activity - confidence in effectiveness of tasks required to achieve successful delivery															
Workload Optimisation - Freeing up GP time by reducing the amount of paper workload to the GP's. Reduced turnaround times of actions for patients as GP time is more accurately targeted. Improved coding from incoming letters resulting in more complete medical record and improved QOF. Encourage communication within the practice team and build resilience in the practice team. Develop staff skills and job satisfaction	31/03/2020	M	M	M	M	M	M	H	M	M	M	£ 153	M	M	
EMIS Search & Reports - Releasing capacity of Practice Manager time spent running searches and checking coding is correct.	01/03/2020	M	M	H	M	M	H	M	M	M	L	n/a	n/a	n/a	
Active Sign posting (Care Navigation) - Redirecting patients to appropriate services or self-help options and reducing the number of unnecessary GP appointments. Reception staff given training and access to a directory of information about services, in order to help them direct patients to the most appropriate source of help or advice.	31/03/2019	M	M	L	M	M	M	M	L	L	L	£ 153	L	L	
e-consult - Reduce the number of unnecessary appointments by enabling patient to complete online information and send to the GP for triage.	31/03/2020	H	M	M	M	M	H	M	L	L	L	£ 300	H	H	
e-Referrals/Paper Switch Off - Increase the usage of e-RS amongst the Practices by supporting with training and advice. Reduce the amount of paper referrals to enable the CCG to go-live with Paper Switch Off. Speed up and simplify the process by use of RSS Triage, reducing the amount of work in the practice in managing/chasing the patient referrals.	01/10/2018	H	H	H	M	H	H	H	H	H	H	n/a	N/A	N/A	
Objective of Assurance activity - confidence in effectiveness of tasks required to achieve successful delivery															
National and Local workforce tools - effectively utilised to produce a robust workforce baseline and identify gaps in roles, head count and skills required. Once gap identified, need to develop a plan to address issues identified.	31/03/2019	M	M	M	M	n/a	M	L	N	L	L	£ -	N	N/A	
Supply - Increasing the number of newly qualified and return to practice nurses into primary care. Maintaining or increasing numbers of school leavers into health and social care programmes. Efficient knowledge sharing as part of retirement planning. Aim to be in line with other NHS employers in terms of terms and conditions of employment.	31/03/2019	L	M	L	M	L	M	L	N	L	L	£ -	L	L	
Upskilling - role enhancement (clinical and clerical). To increase the number of individuals working to the top of their registration, and looking to further develop as appropriate. Consistency of education and training to reduce variation and improve health outcomes. Apprentices in primary care.	31/03/2019	H	H	H	M	H	H	H	H	H	H		H	H	
New roles - at all levels (clinical and clerical) to include Nursing Associates, Paramedic Practitioners, Physicians Associates, Mental Health Practitioners, Clinical Pharmacists, Care Navigators, Medical Assistants, Advanced Clinical Practitioners. Primary Care Homes to represent multi skilled professional workforce. Career development opportunities at all levels. GP practices engaged with apprenticeships.	31/03/2019	M	M	L	M	L	L	L	N	L	L	£ -	L	N/A	
New ways of working - Primary Care Homes to sense an increased patient population therefore need to ensure education and training opportunities are in line with STP priorities. Greater consistency of care given to optimise health outcomes.	31/03/2019	M	L	L	M	M	M	M	L	L	L	£ -	M	M	
Leadership - Encouraging all primary care staff to take advantage of HEE Leadership programmes, mentorship development in line with new NMC guidance. Qualified mentor in every practice across Surrey. Leaders across all professional disciplines. Increased number of placement opportunities. Increased staff satisfaction and retention.	31/03/2019	H	M	H	M	H	H	H	M	M	M	£ -	M	M	
Objective of Assurance activity - confidence in effectiveness of tasks required to achieve successful delivery															
DOCMAN - upgrade of the Docman application from version 7 to version 10.	31/03/2019	M	M	M	Yes	M	M	M	M	M	M	n/a	H	M	
MJOG - Increase the usage/awareness of smart messaging which in turn reduces the cost of the service.	31/03/2019	M	M	M	Yes	L	M	L	M	M	M	n/a	M	M	
IT Refresh	31/03/2019	L	M	L	Yes	M	M	L	L	L	L	£ 1,253	L	L	
Minor Improvement Grants - assisting practices across SH in the the NHSF bidding process to fund improvements/allocation to existing premises	31/03/2019	H	H	H	Yes	H	H	H	N/A	N/A	N/A	£ 189	M	M	
Capital Investments (ETTF funded projects) Fort House and Sunbury	31/03/2019	M	M	H	Yes	H	H	M	M	M	M	£ 787	M	M	
G&W Dunsfold Aerodrome	TBC	L	M	L	No	H	L	L	M	L	L		L	L	
G&W Park Barn and Royal Surrey Merger	TBC	L	M	L	No	L	L	L	L	L	L		L	L	
G&W New Inn	TBC	L	L	L	No	M	L	L	M	L	L		L	L	
SD Molesley Hospital	TBC	L	L	L	No	L	L	L	L	L	L		L	L	
SD Longcroft	TBC	L	L	L	No	L	L	L	L	L	L		L	L	
NWS Rebuild of Weybridge Hospital following fire 2017 Church and Rowan practices affected and waiting rebuild	31/03/2021	L	L	L	Yes	H	L	L	M	L	L		L	n/a	

Appendix 2

Commissioning and Development Programme Tracker



CD Programme
Tracker V.18.xlsx

Contents consist of:

- Primary Care Investment 18-19
- GPFV – Investment
- GP IT Capital- Investment
- NAPC – Investment
- C&D Workstream Assurance Reporting Tracker
- Care Redesign Workstream Project tracker
- Workload Workstream Project tracker
- Workforce Workstream Project tracker
- Infrastructure Workstream Project tracker- IMT
- Infrastructure Workstream Project tracker- Estates
- Risk Register
- Issue Register
- Action Log

Appendix 3

A programme assurance scoring and guidelines framework is outline below and has been developed based on a combination of two separate methodologies detailed below:-

'Measures for Assuring Projects' (APM, 2016)

'Board Assurance: A toolkit for health sector organisations' (NHS Providers, 2018)

Scoring Guidance

<p>1 = Not yet established/fit for purpose.</p> <p>Ex: Significant lack of recognisable effective processes.</p> <p>Critical issues threaten the success of the project.</p> <p>There is limited confidence of success at this stage</p>	<p>2 = Minor level of assurance exists. Significant improvement required</p> <p>Ex: Plans/Procedures are in the early stages of development undertaking</p> <p>There is a high degree of risk of deviations and errors may be highly likely.</p> <p>Indequacy of processes and project performance exist</p>	<p>3 = Moderate level of assurance exists, programme controls maturing but further improvement required.</p> <p>EX: Procedures have been standardised and documented, however some significant deviations may not have been detected by the project team</p> <p>Minor problems may be occurring, but there is little risk of the project failing. Documents are fit for purpose and have a level of detail and structure that is in proportion to the project.</p>	<p>4 = Fully effective level of assurance.</p> <p>Ex: Monitors and measurements are compliant with procedures</p> <p>Action where processes appear not to be working effectively.</p> <p>Processes are under constant improvement and provide good practice</p> <p>Progress and achievement on the project is at target or better.</p> <p>The project is demonstrating innovative techniques, thought leadership and best practice.</p>	N/A
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