Title of paper:	2014/15 Delivery and Key Programmes Report		
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Meeting:	Governing Body		
Agenda item:	12	Attachment:	07
For:	Information		

Executive Summary:

This report provides a high level summary of delivery of the CCG Key Priority Programmes for 2014/15, providing a 'close-down' status report for each project as well as an update on delivery across the organisations key priorities. The report also includes an update on new projects reflecting organisational priorities for financial recovery and QIPP delivery in 2015/16.

25 of the 57 projects with a close-down status recorded are assessed as achieved and outcomes met (43.8%) and 19 projects underway in 2014/15 will continue into next year.

Compliance section

Please identify any significant issues relating to the following

Risk Register and Assurance Framework	There are a number of associated risks on the risk register and the 6 clinical and four non-clinical priorities are the basis for the assurance framework.
Patient and Public Engagement	Individual programmes haven engagement component.
Patient Safety & Quality	Some individual programmes have a significant patient safety component and the quality team input where relevant, guided by the quality strategy.

Financial implications	There are significant financial components to delivery as a whole, which is integral to achieving a long term sustainable health economy.
Conflicts of interest	The COI policy has been revised to support co-commissioning initiatives specifically.
Information Governance	No specific issues
Equality and Diversity	Significant programmes and policies are equality assessed.
Any other legal or compliance issues	Some programmes do / may require statutory engagement and in some cases consultation.

Accompanying papers (please list): Delivery report Feb 2015.

Summary: What is the Governing Body being asked to do and why? To NOTE the report and identify any key issues emerging.

Progress report in delivery of CCG Key Programmes for 2014/15 – February 2015

1. Introduction

This report provides a high level summary of delivery of the CCG Key Priority Programmes for 2014/15. In a change to usual reporting to the Governing Body this report provides a 'close-down' status report for each project as well as an update on delivery across the organisations key priorities. The report also includes an update on new projects reflecting organisational priorities for financial recovery and QIPP delivery in 2015/16.

The report provides a RAG ('red', 'amber', 'green') assessment summary across all programmes in 2014/15 using a performance dashboard as shown in **figure 1** below. A further performance dashboard shows the current progress broken down by six overarching programme themes as described in **figure 2** 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 for 2014/15 programmes

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.
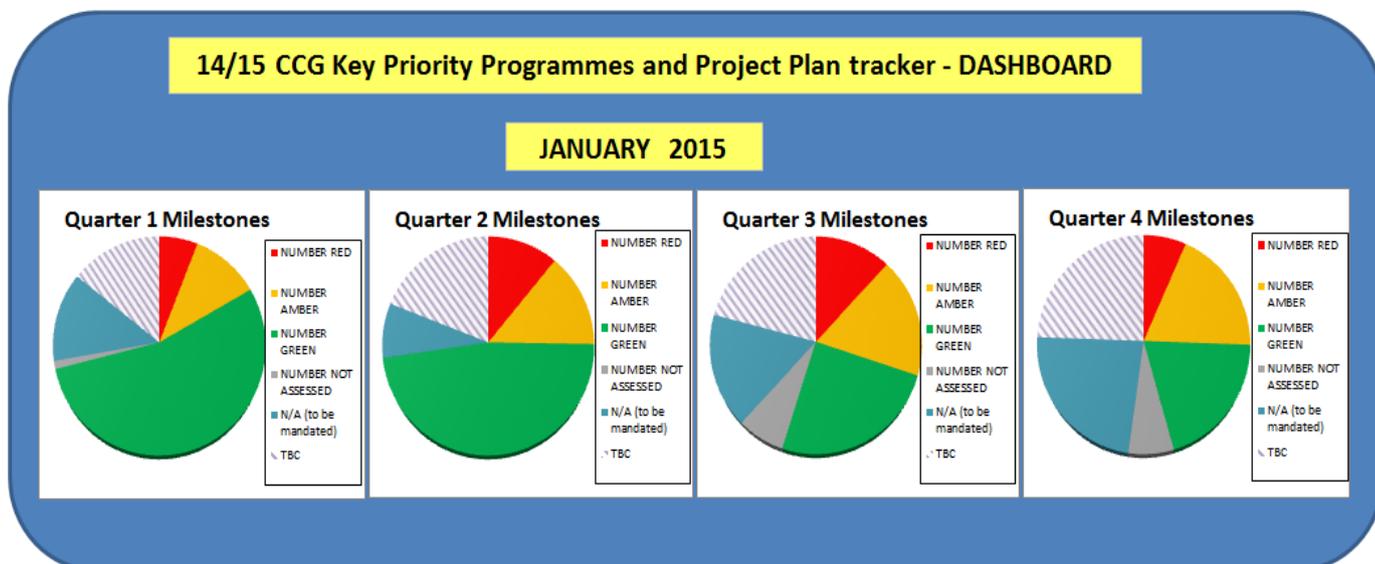
Each agreed programme (or project) has specific quarterly milestones included. Milestones are used to 'track' or monitor the progress of a programme (or project).

Figure 1 shows the final 'close-down' milestone assessment for 14/15 project milestones in each quarter, Q1 (Apr-Jun), Q2 (Jul-Sep), Q3 (Oct-Dec) and Q4 (Jan–Mar). 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.

Across the year (Q1–Q4), the percentage of milestones currently assessed as 'red' is 9.1%, 'amber' 15.6% and 'green' 36.3%. A significant number of milestones are awaiting an assessment.
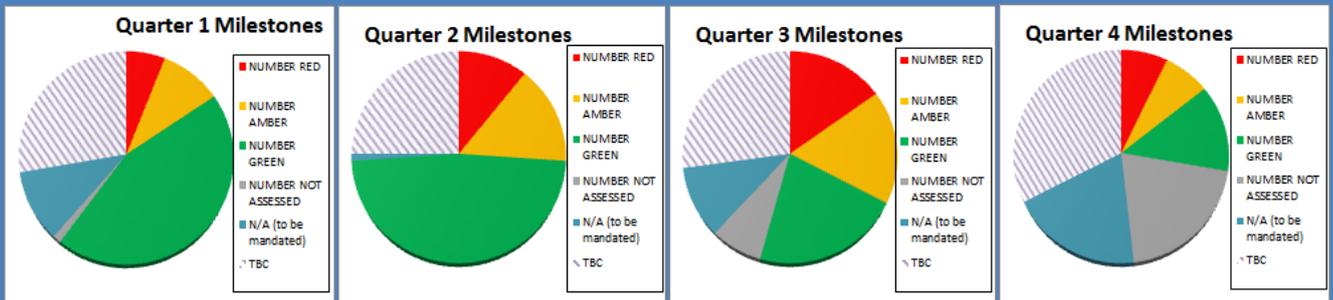
The number of milestones assessed as 'red' for Q1-Q4 has decreased compared to last month where the figure was 10.0%. The number of milestones assessed as 'green' has increased compared to last month where the figure was 32.0%.

Figure 1

14/15 CCG Key Priority Programmes and Project Plan tracker - DASHBOARD

NOVEMBER 2014

Quarter 1 Milestones | Quarter 2 Milestones | Quarter 3 Milestones | Quarter 4 Milestones

Legend for each chart:
- NUMBER RED
- NUMBER AMBER
- NUMBER GREEN
- NUMBER NOT ASSESSED
- N/A (to be mandated)
- TBC

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.

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 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

14/15 CCG Key Priority Clinical Programmes and Projects by Theme - SUMMARY DASHBOARD
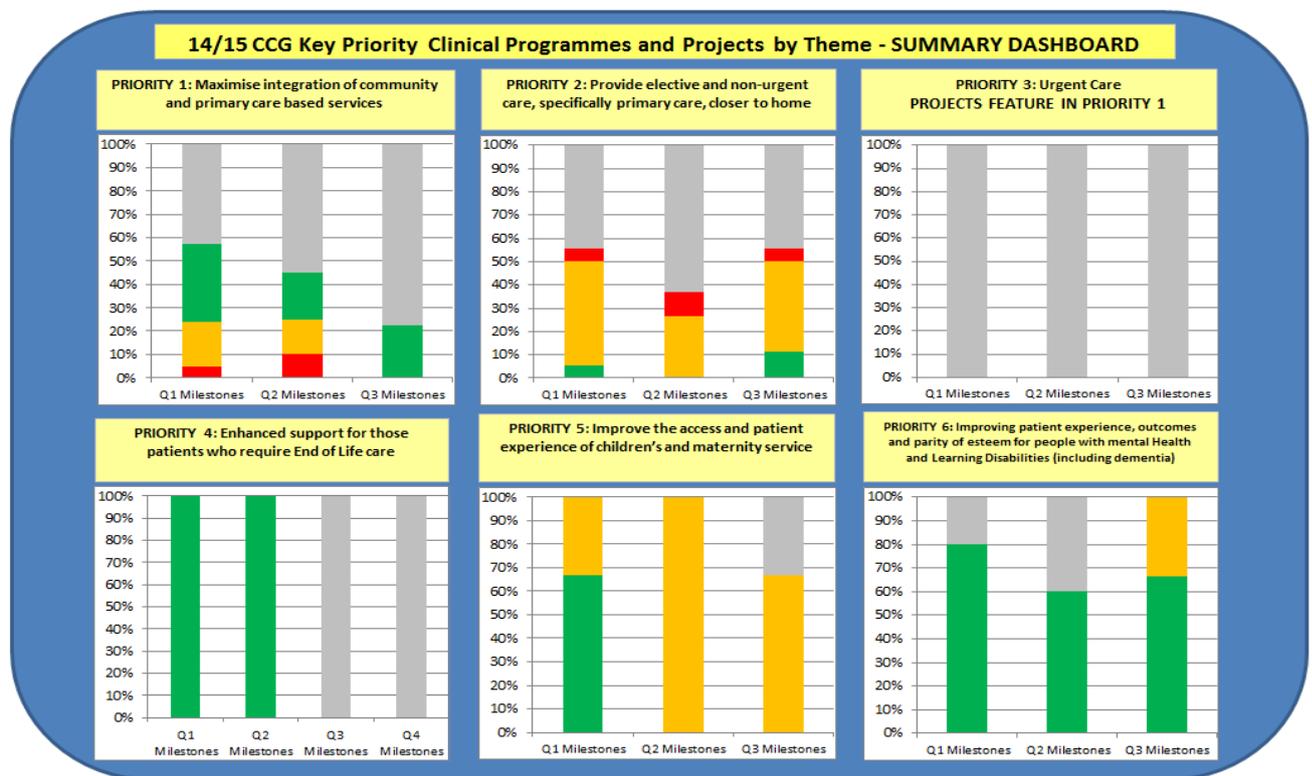
Please note: project milestones currently recorded as 'not assessed' refers to projects where there is either no milestone or milestone activity in the period, the associated project is awaiting formal mandate to proceed or an assessment is awaited from the Project Manager.

4. 14/15 Project close-down status

The table below provides a summary of the status of each project at close-down. This shows the number of projects that have been successful in achieving their intended outcomes (or objectives), those that have not achieved all outcomes, those that are to be continued into 2015/16 (subject to the refresh of the Integrated Commissioning Plan) and those that are not to be continued. The tables below show the position for clinical projects and organisational projects.

25 of the 57 projects with a close-down status recorded are assessed as achieved and outcomes met (43.8%) and 19 projects underway in 2014/15 will continue into next year.

Programme theme (CLINICAL)	14/15 Project close-down status report						
	Outcomes achieved & project closed	Project on-going (continues into 15/16)	Project not started but carried forward to 15/16	Project live but to be reviewed for 15/16	Project no longer a priority & project closed	Project not started & closed	Awaiting update
	Number of projects						
PRIORITY 1: Maximise integration of community and primary care based services	9	0	1	4	0	2	4
PRIORITY 2: Provide elective and non-urgent care closer to home	5	10	4	0	0	0	1
PRIORITY 3: Urgent care (project featured in PRIORITY 1)	0	0	0	0	0	0	1
PRIORITY 4: Enhanced support for those patients who require end of life care	0	0	0	0	0	0	3
PRIORITY 5: Improve the access and patient experience of children's and maternity services	0	1	0	0	0	0	2
PRIORITY 6: Improving patient experience, outcomes and parity of esteem for people with mental health and learning disabilities.	2	2	0	1	0	0	0
ALL PROGAMMES	15	11	5	5	0	2	13

Programme theme (ORGANISATIONAL)	14/15 Project close-down status report						
	Outcomes achieved & project closed	Project on-going (continues into 15/16)	Project not started but carried forward to 15/16	Project live but to be reviewed for 15/16	Project no longer a priority & project closed	Project not started & closed	Awaiting update
	Number of projects						
PRIORITY 1: Strategy	2	3	0	0	0	0	8
PRIORITY 2: Improving Clinical Quality and Performance	2	2	0	0	0	0	2
PRIORITY 3: Developing the organisation	5	6	0	0	0	0	3
PRIORITY 4: Achieving financial balance	1	0	0	1	0	0	4
ALL PROGAMMES	10	8	0	1	0	0	20

Progress report in delivery of CCG Key Programmes for 2014/15 – February 2015

5. Key Achievements

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

Community Multi-disciplinary Team (CMDT) Model

Following consultation with key stakeholders we have developed a CMDT model for SDCCG which will work across health and social care and bring Community Medical, Nursing, Therapies, Social Services, Mental Health, Medicines Management and Voluntary Sector services together to support out of hospital care for over 65's.

There will be three locality CMDT teams: Dorking, East Elmbridge and Epsom. These teams will work closely with the local health economies and operate in shadow form throughout 2015/16. This is one of our key integration projects within our Better Care Fund programme with anticipated benefits to our patients in terms of improved experience of care, reduction in hospital admissions and readmissions, reduced length of stay and improved discharge pathways.

Dementia

In line with our work on dementia our 33 membership practices have practical support on hand to improve data harmonisation to support increase in diagnosis rate. Early detection means early intervention for patient suffering from this condition.

SDCCG Dementia Challenge Project has been short listed in the Dementia category of The BMJ Awards 2015. The second phase is an oral presentation at the BMA house on 24th March.

Management of Referrals to RMH Breast Unit

Using NICE suspected cancer clinical guideline we have in place a draft 'suspected clinical guideline pathway referral'. This will be promoted at the GP Update forum on 25th February as well as other educational events and aligns with the internal CCG MacMillan educational programme.

62 day cancer Performance

RMH is working closely with EStH on their action plan following the Cancer IST visit to improve performance exacerbated by late referrals to RMH.

Diabetes

SDCCG has 4 locality Tier 3 diabetes hubs operational (Moseley, Dorking, Leatherhead and Ebisham Centre). These hubs are linking closely with local providers to improve local patient pathways.

Elective Care Programme

SDCCG has agreed its Elective care strategy to review Cardiology, Ophthalmology, MSK, ENT and Dermatology. This will form a significant part of SDCCG QIPP programme for 15/16 and

16/17. We will secure clinical leadership and patient engagement to support the development of the new pathways.

Primary Care Co-Commissioning

In January SDCCG submitted its application for Option 2: Joint Primary Care Co-Commissioning following a 76% majority votes by our 33 membership practices. This is indeed good news and we anticipate going live in Quarter 2 (July 2015)

Additional bed capacity during Q4

SDCCG commissioned additional beds from local nursing homes to support the pressure on our local main providers. This supported early and safe discharge for our patient. The learning from this will feed into the community hospital review.

Prime Ministers Challenge Fund

Primary Ministers Challenge Fund (PMCF) is a national programme to improve access to primary care services. SDCCG has supported the three Primary Care Provider Networks (Dorking, East Elmbridge and Epsom) to submit an application to the Prime Ministers Challenge Fund.

The projects include: primary care access 8-8 during weekdays and 5 hours on Saturdays and Sundays; Community Medical Teams to take clinical leadership of the Community Multi-disciplinary teams mentioned earlier; increase the number of patients accessing patient records on line; improve patient engagement and empowerment programmes on practice web sites.

Out of Hours

In line with our contract we have worked with Care UK, the Out of Hours provider, to ensure appropriate patient streaming between A&E and the OOH base at Epsom Hospital. Agreed referral pathways will go live from March. This will enable us to jointly manage the demand on A&E services for minor conditions not requiring urgent care.

6. Priorities for 15/16

Projects for 2015/16 will focus on delivery of financial recovery plans and QIPP schemes. Delivery plan schemes for the year are being reviewed as part of the Integrated Commissioning Plan refresh in this context.

7. Supporting Documentation: *details of the current status of all programes are availble 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): January compared to November

Nov-14											
Q1 MILESTONES		**Q2 MILESTONES**		**Q3 MILESTONES**		**Q4 MILESTONES**			**Total**	**Percentage**	
NUMBER RED	5	NUMBER RED	10	NUMBER RED	14	NUMBER RED	6		35	10.00%	% RED
NUMBER AMBER	8	NUMBER AMBER	14	NUMBER AMBER	16	NUMBER AMBER	6		44	12.57%	% AMBER
NUMBER GREEN	37	NUMBER GREEN	44	NUMBER GREEN	20	NUMBER GREEN	11		112	32.00%	% GREEN
NUMBER NOT ASSESSED	1	NUMBER NOT ASSESSED	0	NUMBER NOT ASSESSED	7	NUMBER NOT ASSESSED	17		25	7.14%	% NOT ASSESSED
N/A (to be mandated)	9	N/A (to be mandated)	1	N/A (to be mandated)	10	N/A (to be mandated)	16		36	10.29%	
TBC	23	TBC	23	TBC	25	TBC	27		98	28.00%	
								Total	350		

Jan-15											
Q1 MILESTONES		**Q2 MILESTONES**		**Q3 MILESTONES**		**Q4 MILESTONES**			**Total**	**Percentage**	
NUMBER RED	5	NUMBER RED	11	NUMBER RED	12	NUMBER RED	6		34	9.14%	% RED
NUMBER AMBER	9	NUMBER AMBER	14	NUMBER AMBER	18	NUMBER AMBER	17		58	15.59%	% AMBER
NUMBER GREEN	45	NUMBER GREEN	47	NUMBER GREEN	25	NUMBER GREEN	18		135	36.29%	% GREEN
NUMBER NOT ASSESSED	1	NUMBER NOT ASSESSED	0	NUMBER NOT ASSESSED	7	NUMBER NOT ASSESSED	6		14	3.76%	% NOT ASSESSED
N/A (to be mandated)	11	N/A (to be mandated)	8	N/A (to be mandated)	17	N/A (to be mandated)	21		57	15.32%	
TBC	12	TBC	19	TBC	21	TBC	22		74	19.89%	
								Total	372		