## Futurefit Pr Summary Delivery

Below is a summary dashboard of the status of delivery of th summary of key risks and/or issues. Further detail for each implementation plan.

		[] = = t
		Last updated
		Overall
		RAG rating
1	Programme	
-	Governance	
	Governance	
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2	NHS Approvals/	
	Assurance Gateways	
	•	
	West Midlands Senate Review	
	NHS Gateway Review	
	NI IS Galeway Neview	
	NHSE Formal Stage 2 Assurance	
	Pre- Consultation Business Case	
3	Options Appraisal/	
"		
	Preferred Option	
1	I	

4 Formal Consultation	
5 Developing the supporting community model to support	
6 Programme Funding and Budget	
7 SATH OBC/FBC	

# ogramme Plan y Dashboard 2017/18

ne key components of the Futurefit Programme Plan. It includes a component of the programme is contained in the programme

28th September 2017

#### Key Issues/risks

Revised PEP to reflect the current transitional stage of the programme into the STP governance structure submitted to Programme Board in October 2017. Decision taken by the Programme that full transition into STP structure will not take place until the programme reaches operational delivery phase. CCG Boards are currently considering the governance arrangements for the next decision making stage post consultation completion.

Senior programme leadership has been restructured following the retirement of Debbie Vogler at the beginning of September 2017. The Director role has been absorbed within the STP Director role and Senior Programme management support is being provided by Shropshire CCG Urgent Care Commissioner. Successful recruitment has been made into posts to support comms and engagement for a period of at least the next 6 months, in particular to support the consultation process.

Action plan completed and approved. Standing agenda item for updates each Programme Board meeting. In the interim the Programme continues to monitor progress. Programme will attend Clinical Senate Council meeting in November to seek confirmation of their assurance in relation to progress against the action plan. The majority of action items are RAG GREEN.

Action plan completed and approved. Standing agenda item for updates each Programme Board meeting. All action items are RAG GREEN.

NHSE Touchpoint Meeting in August 2017. NHSE Feedback received and incorporated into PCBC and Programme supporting documentary evidence submitted to NHSE on 15.9.17 for NHSE Checkpoint Meeting 2.10.17. Checkpoint meeting postponed for 2 weeks to allow the Programme to respond to NHSE points of clarification/further supplementary evidence requirements by 6.10.17. Rescheduled meeting date to be confirmed.

Pre-Consultation Business Case approved by both CCG Boards in September and submitted on 15.9.17 as part of the documentary evidence for the NHSE Checkpoint Meeting.

Independent Review and supplementary IIA work on W&C completed and the reports received by the Joint Committee of the CCG Boards in August 2017 as part of the decision making

#### process.

In August, Joint Committee unanimously approved the recommendation to proceed to consultation on 2 options with the preferred option being C1.

Programme to re-establish the IIA Workstream with supporting membership and workplan to ensure that a robust mitigation action plan is developed before the end of the consultation period.

Consultation plan and supporting consultation documents approved by both CCG Boards in September 2017 and were reviewed by JHOSC on 25.9.17. They have been submitted to NHSE as part of the documentary evidence for the NHSE Checkpoint meeting in October. Their development remains an iterative process and they remain in draft as feedback received is incorporated. It has been agreed that there will be a 14 week period of consultation to take into account the Christmas holiday period. Consultation start is subject to NHSE approval. As described above, the postponement of the NHSE Checkpoint meeting means that there will be a minimum of 2 weeks delay to the original anticipated start date of mid October.

Community model narrative of the PCBC significantly expanded including activity modelling and triangulation with acute modelling. Continues to be further developed in advance of the to be rescheduled NHSE Checkpoint Assurance Panel in October 2017

#### Budget approved by SROs.

Draft OBC approved by SaTH Board in December 2016. Further work required in light of Clinical Senate recommendations for inclusion in final OBC for CCG approval

		Action S	tatus RAG Rating definition															Start	t to L	atest	Finis	sh							
FUTI	JREFIT PROGRAMME		Delayed - recovery actions in place. Low risk of materially affecting programme delivery and/or timeline	Date of last update			28.9	9.17	•		Tim	ieline defi	Colo nition		de		omple melir	ne ext	ende	ed/de	layed	d							
	PLAN 2017/18		Delayed - remedial actions in place. Medium to high risk of materially affecting programme delivery and/or timeline	·												Mi	ilesto	ne											
			Deadline not yet reached, delivery on target	Originator		I	E Py	/rah	1			Ve	rsio	n					Re	bas	sed	٧0.	.5						
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		Action			Ap	oril 1		May 2	-	June 3		July		August 5		Sept 6	-	Oct 7			ov 8		Dec 9	+	anuary 10		Feb 11	+	March 12
	Actions	Status (RAG Rating)	Action Status Narrative	Lead Person	03.04.2017	17.04.2017	01.05.2017		29.05.2017		26.06.2017	17.07.2017 <b>4</b>	31.07.2017	0	28.08.2017 04.09.2017	•	25.09.2017 02.10.2017	,	23.10.2017		-		11.12.2017 G 18.12.2017 25.12.2017			29.01.2018	05.02.2018 12.02.2018 19.02.2018	26.02.2018 05.03.2018	12.03.2018 N 19.03.2018 N 25.03.2018
	Agree approach to post consultation CCG Board decision making		Proposal for joint committee submitted to closed session of CCG Boards in Sept 2017. Decision awaited.	JSROs																									
	Revise Project Execution Plan to reflect current status of the programme's governance within the context of the STP and its interdependencies		PEP revised and will go to the next Programme Board on 11.10.17.	P Evans																									
Programme	Revise Project Execution Plan to reflect transition of Future Fit Programme Board to STP Governance structure (Acute and Specialist Services Board) and submit to Programme Board for approval including terms of reference for ASSB (ensure sufficient clinical and financial representation) (Gateway recommendation)		Programme Board have agreed that the transition to STP governance will not be until the programme moves into project delivery phase.	P Evans																									
Governance	Ensure STP Enabler workstreams terms of reference adequately cover the requirements for the FFP		Workstream ToR at varying stages of drafting - no definitive timeline available for completion. Workforce workstream is the priority as significant enabler for delivery of the model of care	P Evans																									
	Ensure Future Fit has adequate representation and 'air time' at STP meetings following the changes to the FF management		Complete. FF Director role has been absorbed into the STP Director role	P Evans																									
	Engage external expertise to lead a formal long-term programme of stakeholder relationship development aimed at building a common purpose (Gateway rec)		Now part of the STP Development Programme of work	P Evans																									
	West Midlands Clinical Senate Stage 2 Review																												
	Final Review Report received and action plan approved by Programme Board		Complete, approved at Programme Board on 6.2.17	E Pyrah																									
	Progress update to Programme Board on Senate Action Plan Implementation		Updates scheduled as standing agenda item at all future FF Programme Board meetings	E Pyrah																									
	NHSE Gateway Review																												
	Review report received and action plan developed and approved by SROs		Complete, approved by Programme Board on 6.2.17	D Vogler																									
	Progress update to Programme Board on Gateway Action Plan Implementation		Updates scheduled as standing agenda item at all future FF Programme Board meetings	E Pyrah																									
	NHS Formal Assurance																												

NHS approvals/ Assurance	Agree date with NHSE for Assurance Panel	Panel scheduled for 2.10.17 but postponed for 2 weeks to provide the opportunity to answer NHSE further points of clarification/evidence required by 6.10.17	P Evans														
Gateways	Submit draft PCBC to NHSE regional lead for feedback	Complete. Draft PCBC reviewed at NHSE Touchpoint Panel 10.8.17. NHSE feedback incorporated in 15.9.17 submission to Checkpoint Panel.	D Vogler														
	Submit final PCBC to NHSE Formal Assurance Panel	Complete: submitted to NHSE 15.9.17.	E Pyrah														
	NHSE Checkpoint Panel feedback received and responded to	Checkpoint Panel scheduled for 2.10.17 postponed for 2 weeks	NHSE														$\perp$
I	NHSE Approval to proceed to consultation received		E Pyrah														
	Pre-Consultation Business Case														4	$\sqcup \sqcup$	44
	Final draft of PCBC submitted to NHSE Formal Assurance	Complete, submitted on 15.9.17	E Pyrah														
	SATH Board approve final OBC	Complete deeft PODO	K Shaw														
	PCBC and Preferred Option recommendation and Consultation Plan/Documentapproved by CCG Boards	Complete, draft PCBC and Consultation documents	P Evans														
	Integrated Impact Assessment (IIA) Action Plan developed and approved	IIA Workstream needs to be reconvened with workplan to deliver a mitigation action plan by the end of the consultation period	E Pyrah														
	IIA Action Plan implemention monitoring update to Programme Board	As above	E Pyrah														
	Procure and complete an Independent Review of the appraisal process	KPMG appointed, review report complete and submitted to Joint Committee in August 2017	D Vogler/ SROs														
Appraisal/ Preferred	Findings and recommendations of Independent Review reported to Programme Board. Programme Board to determine if in light of review findings if the options appraisal should be re-run	As above	D Vogler/ SROs														
Option	Complete additional impact assessment in relation to relocation of Women and Childrens under C1 option	Complete, W&C IIA report submitted	D Vogler														
	Findings and recommendations of W&C Impact	to Joint Committee in August 2017	D Vogler														$\perp$
	Assessment reported to Programme Board to inform decision on preferred option recommendations to Joint Committee	Complete, as above	D Vogici														
	Recommendation on Preferred Option submitted to Joint CCG Decision Making Committee	Prefered option approved by Joint Committee in August 2017	D Vogler														
	Consultation Plan and Consultation Document	, and the second	Ĭ														
	Ensure consultation document includes clear and unambiguous communication messages for each target groups including the function of the EC and UCCs and any differentiation in UCC function on each site (Senate and Gateway recommendation)	Amendments made to relevant sections of the document prior to submission to CCG Boards for approval in September 2017	K Shaw														
	Final Consultation Plan and Consultation Document approved by JHOSC	Complete: Consultation documentation considered at HOSC on 25.9.17. Feedback noted and will be incorporated wherever possible in the final version.	N McGrath														
	Final Consultation Plan/Document approved by Programme Board and CCG Boards	Complete: approved by CCG Boards in September 2017	N McGrath														

Formal	Consultation Process																		
Consultation	Preparation and training of team for formal commencement of consultation		P Schreier																
	Confirmed schedule of dates, events and programme team lead(s) for each	Awaiting confirmation of potential consultation start date following postponed NHSE Assurance Panel	P Schreier																
	Consultation materials/publications designed and approved and sent for printing	As above	P Schreier																
	Consultation materials/publications received from printers	As above	P Schreier																
	Formal Consultation Period phase 1	As above	P Schreier															$\perp \downarrow$	Щ
	Consultation Pause for review/reflection and revision of remaining plan if required		P Schreier																
	Formal Consultation Period phase 2		P Schreier																Ш
	Collate responses from consultation and draft report		P Schreier				$\perp$	$\perp \perp \perp$	$\perp$		++	$\perp \perp$	$\bot$		$\perp$		$\bot\bot$	$\bot$	$\sqcup$
	Consultation findings and recommendations report received by CCG Boards		P Schreier															$\perp \!\!\! \perp$	Ш
Developing the	Community model of care and supporting demand and capacity modelling complete	Community model section of the PCBC significantly expanded including activity modelling and triangulation with acute modelling. Requires further work in advance of to be rescheduled NHSE Checkpoint Assurance Panel in October 2017	P Evans																
Community Model	End to end clinical pathways x 6 developed and approved	Presented to CRG in December.  Now being taken forward by relevant lead commissioners	E Pyrah																
	Bridgnorth rural urgent care prototype business case developed and approved	The development of community urgent care model now being taken forward as part of the STP Out of Hospital model development which will be informed by the outcome of the ShropshireCommunity Services Review	L Wicks																
Programme	Project budget confirmed by SRO for 2017/2018		D Vogler															$\bot$	Щ
Funding and Budget Management	Process in place to resolve funding issues for arising cost pressures	Programme Director raises with SRO for approval as they arise and then reported to Programme Board																	
	SATH Trust Board approval of draft OBC	Complete - approved in December	K Shaw									$\perp \perp$						$\perp \perp$	4
	SATH submit OBC to NHSI for approval		K Shaw														$\perp$		
	NHSI OBC approval period  Ensure final OBC includes clear detail on (CCG Board SOC approval caveats and/or Senate recommendations):-																		
	Model of Care - viability of hot/warm model as viable long term model of acute medicine - assurance required on inter-dependencies of clinical specialities and the levels of workforce	Model of care revised to a balanced site model	K Shaw																
	Proposed repatriation of activity from other providers - including sensitivity analysis and quality impact assessments		K Shaw																
	Ambulance and Patient Transport - In collaboration with the ambulance and patient transport services, ensure that the OBC is clear about patient pathways to each site and the financial case includes any impact on these services and the activity modelling includes the impact of new ambulance triage methodology	Modelling work being commissioned from Sept 2017 to report by February 2018																	

SATH OBC/FBC	Activity modelling sensitivity analysis - including the potential impact on primary care and community services in a range of activity shifts, together with an analysis of the change in fianncial flows away from the acute sector that will enable this activity transfer to take place	part of the PCBC submissior continue to be further refined coming months prior to DMB	and will Wicks/ A over the Hammond									
	Affordability - including assumptions around investments and efficiency savings supported by robust sensitivity analysis		K Shaw									
	IT strategy and Delivery Plan - that delivers the required informatics infrastructure and that connects clinicians and patients	Enabling Group of STP to en	sure S James nd									
	Workforce - clarification of workforce assumptions and confirm support from HEE and Deanery and modelling of wider workforce (including GPs) to ensure sufficient capacity and skills to deliver proposed model	Workstream - workplan and t										
	Outcomes and Metrics - clear baseline of what good would look like and how progress will be measured		K Shaw									
	SATH submit final OBC to CCG Boards for approval		K Shaw									П

### Appendix 4: NHS FUTURE FIT COMMS AND ENGAGEMENT EVENT PLANNER 2017/18

Action St	

	Actions	Action Status (RAG Rating)
	Identify and partners and key stakeholders meetings to present FF Consultation plan	
Partners/key	T&W and Shropshire CCGs T&W and Shropshire Councils T&W and Shropshire Committees	
stakeholders	Welsh Government Health	
	MPs	

I	1	
Networks/comm unity and voluntary events	Identify networks/community and voluntary group meetings for potential attendance	
	Stakeholder events prior to launch of consultation invitation only	
Public Exhibition Events		
Website and social media	Review and audit old website. Transfer information to new website Test Launch Update covers for Twitter, Facebook and LinkedIn Produce content schedule Launch	
Marketing collateral	Pop up exhibition stand 4 x pull up banners Flyers	
Administration	Email Telephone	

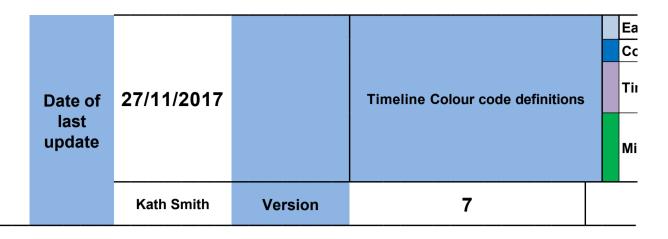
Administration	Filing system	

atus RAG Rating definition
Complete
Delayed - recovery actions in place. Low risk of materially affecting programme delivery and/or timeline
Delayed - remedial actions in place. Medium to high risk of materially affecting programme delivery and/or timeline
Deadline not yet reached, delivery on target

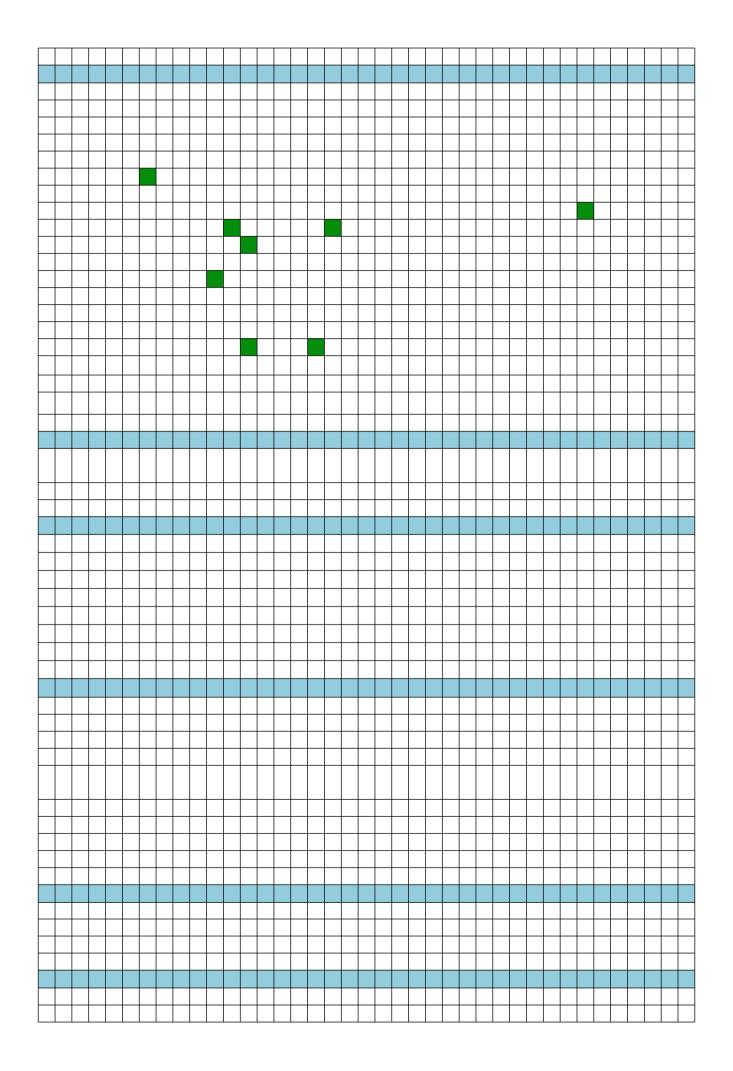
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		Lead C&E				5							6		
Action Status Narrative	Who attending?	Person co- ordinating	30th Oct	31st Oct	1st Nov		3rd Nov	4th Nov	5th Nov	6th Nov	7th Nov	8th Nov	9th Nov	10th Nov	11th Nov
Main meetings identified and plotted for the next three months.	tbc	PS													
NHS Future Fit Programme Board	tbc	NM/KS												$\vdash$	_
SaTH	tbc	NM/KS	$\sqcup$	_	_									$\perp$	_
Health & Wellbeing C& E	tbc	NM/KS	$\sqcup$	_	_									$\dashv$	_
T&W CCG Board	tbc	NM/KS													_
Shropshire CCG Board	tbc	NM/KS													_
NHSE Assurance Panel	tbc	NM/KS													_
HOSC	tbc	NM/KS		_										$\dashv$	_
T&W Cabinet	tbc	NM/KS		_		$\perp$								$\dashv$	_
Shropshire Cabinet	tbc	NM/KS												Ш	
T&W Council	tbc	NM/KS		4										Ш	_
Shropshire Council	tbc	NM/KS		4										Ш	_
Health & Wellbeing T&W Council	tbc	NM/KS												$\square$	
Health & Wellbeing Shrop Council	tbc	NM/KS												$\square$	
SCHT Board	tbc	NM/KS													
Clinical Design	tbc	NM/KS													
West Midlands Clinical Senate	tbc	NM/KS													
STP Board	tbc	NM/KS													
Welshpool Referendum	tbc	NM/KS													
Powys Health Teaching Board	tbc	NM/KS													
Community Health Council	tbc	NM/KS													
CHC Exec Committee	tbc	NM/KS													
Montgomeryshire Local Committee	tbc	NM/KS													
Powys Engagement Group	tbc	NM/KS													
Daniel Kawcynski, MP	tbc	NM/KS													
Lucy Allan, MP	tbc	NM/KS													
Owen Patterson, MP	tbc	NM/KS													
Philip Dunne, MP	tbc	NM/KS													
Mark Pritchard, MP	tbc	NM/KS													
Glyn Davies, MP	tbc	NM/KS			T										

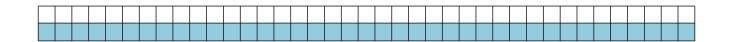
MP Briefing	tbc	NM/KS										
SALC Wrekin	tbc	NM/KS										
SALC Wiekiii SALC Shropshire	tbc	NM/KS		+				+	+			+
Telford Patient Group	tbc	NM/KS		+								+
Senior Citizens Forum T&W	tbc	NM/KS										+
Lawley & District WI	tbc	NM/KS										+
Cleobury Mortimer (18th Nov)	tbc	NM/KS		+								+
Voluntary Community Sector Board		NM/KS										+
Shropshire Disability Network	tbc	NM/KS										+
Healthwatch	tbc	NM/KS		+								+
Healthwatch T&W	tbc	NM/KS										
Rural Community Council	tbc	NM/KS										
Volunary Services Asc - world café	tbc	NM/KS										
Gorge WI	tbc	NM/KS										
Patient Group	tbc	NM/KS										
Carers Partnership Board	tbc	NM/KS										
Carers Rights Day Event	tbc	NM/KS										
Shrops Deaf & hard of hearing Forum	tbc	NM/KS										
VCSA Board Meeting	tbc	NM/KS										
SW Shropshire Local Joint Committee	tbc	NM/KS										
Shrops Seniors Albrighton Branch	tbc	NM/KS		+					+			+
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Shropshire Stakeholder Event		NM/KS										
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Telford & Wrekin Event	tbc	NM/KS										+
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Wellington	tbc	NM/KS										
Shrewsbury	tbc	NM/KS										$\top$
Newtown	tbc	NM/KS										+
Telford	tbc	NM/KS		+								+
Ludlow	tbc	NM/KS		+								+
Oswestry	tbc	NM/KS										+
Bridgnorth	tbc	NM/KS		+					+			+
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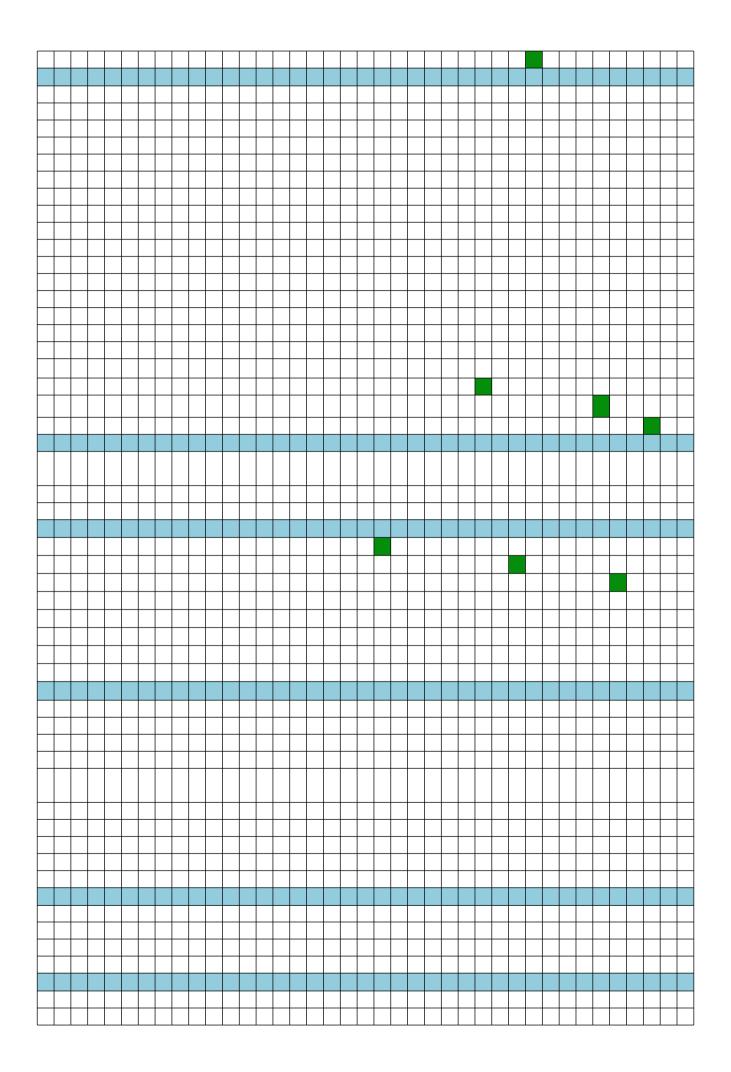
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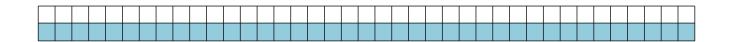




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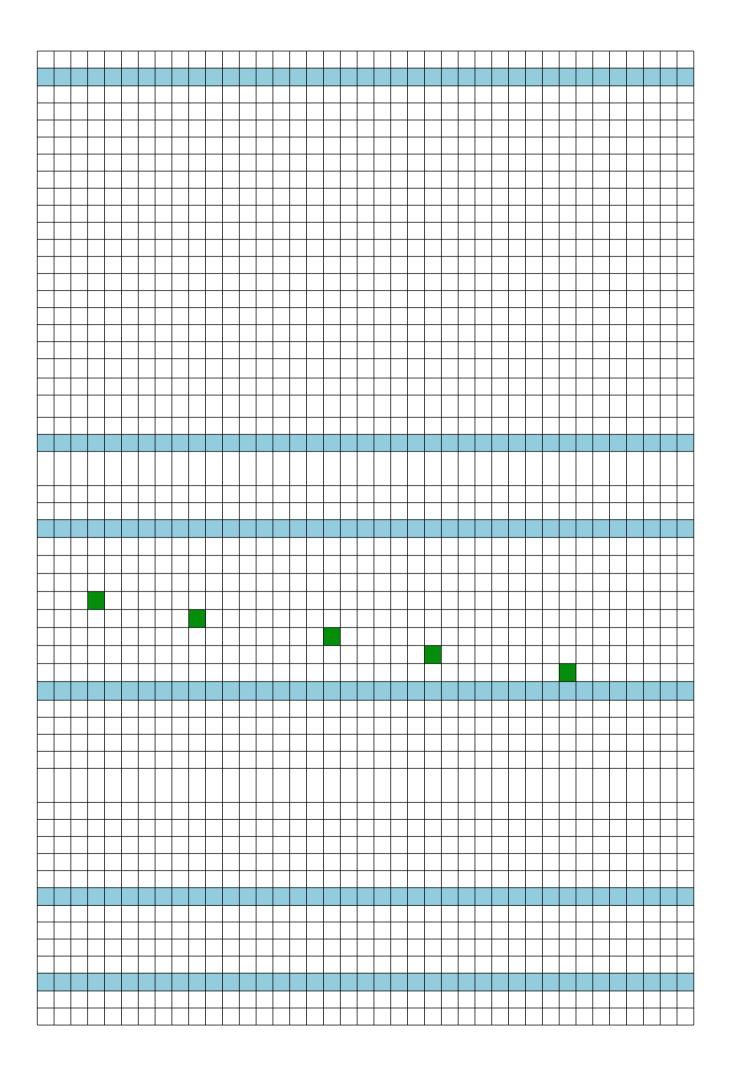
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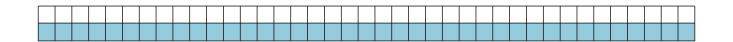




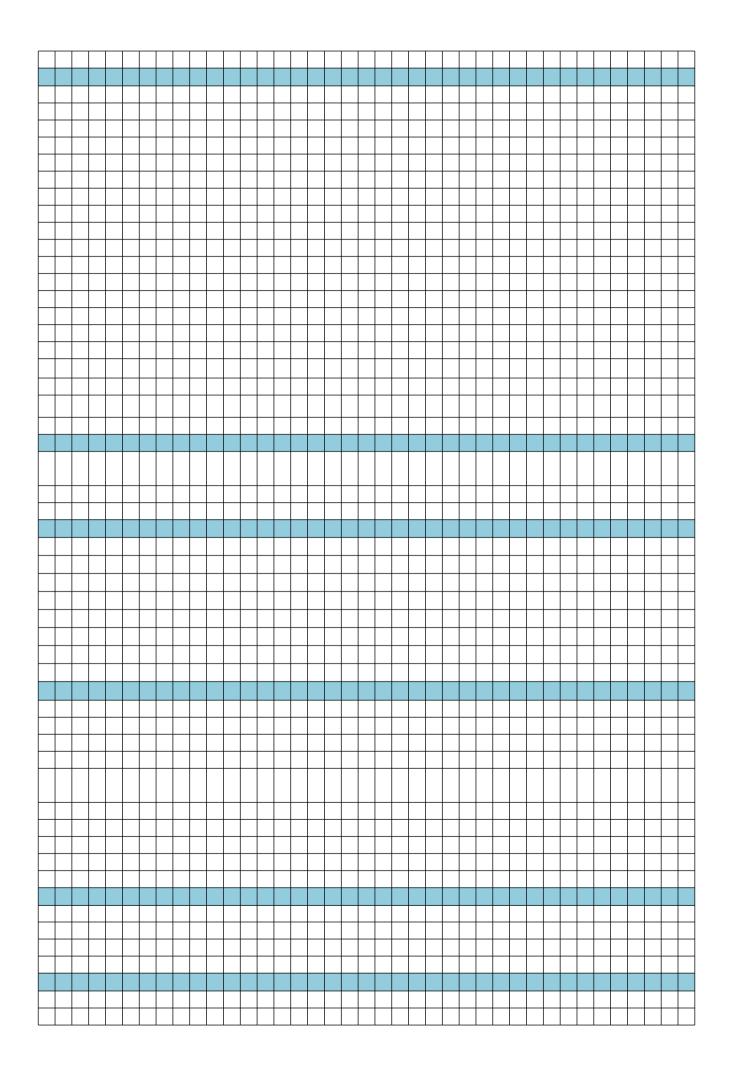
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Deadline for papers

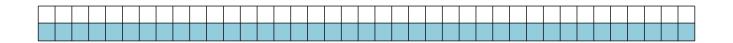
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