

## Programme Director's Report to JHOSC

July 2018

### **1. Programme Plan – Progress Update/RAG Rated Delivery Dashboard**

The purpose of this report is to provide the programme board members with an update of progress on programme delivery since the last meeting. This report will also be submitted to Sponsor Boards for their governing body meetings as required.

The consultation continues to progress effectively with public events held at Ludlow, Wellington and Brignorth since the last report resulting in 500+ members of the public attending events to date.

Additional public exhibition events have been arranged at Newport and Whitchurch; there have also been similar events on in Woodside and Bishops Castle. A further proposed public exhibition event in Welshpool is to be confirmed. These are all following feedback during the consultation process which is due to end on 5<sup>th</sup> September.

The Pop Up events continue to raise awareness of the consultation process and a report outlining progress is attached.

The mid point review meeting with the Consultation Institute who are quality assuring the work of the consultation took place on 19<sup>th</sup> July. A number of key documents were shared in advance including: the participate analysis of surveys received by post code and by respondent type including some equality profiling, the work we are doing with engaging with seldom heard groups , a draft Equality Impact Assessment Report and a pre consultation engagement report.

A presentation on the findings and any recommendations of the review was presented to the Programme Board on 24<sup>th</sup> July together with some of the key reports submitted as part of the process.

Media activity throughout the process has involved informing the public of the consultation process, responding to media requests, establishing the facts of the consultation process and responding to a range of letters and emails from stakeholders and the general public.

CCG Leaders continue to attend partner and stakeholder events and meetings to report and update on the process as well as receive feedback on the consultation process itself. LJs, and Town and parish councils have been a particular focus over the last month.

A draft post consultation timeline together with any potential risks was tabled at the Programme Board for further discussion. Best case scenario is a Joint Committee in early February 2019.

Travel and Transport was reported to the Programme Board as RAG rated RED with potential slippage of the completion of the ambulance modelling work to October. An update was presented to the Programme Board by the STP Programme Director who had engaged with both WMAS and ORH, the company commissioned to carry out the work. A recovery action plan is now in place which has resulted in confirmation that a report will now be available mid September. This has resulted in an AMBER rating on this work.

SaTH have submitted a *Northumbria Comparator Report* to the Future Fit Programme Board for consideration this month which sets out why implementing a Northumbria type model would not be feasible and based on the Programmes approach and criteria used for shortlisting options, the model would not have emerged from a long

list primarily on financial grounds. This can be found on the Future Fit website.

The Programme team continue to be challenged on finding sufficient capacity to support all the activities during a busy holiday period. The Programme Director would like to take the opportunity to thank them for all their hard work and long hours.

		Last updated	18 <sup>th</sup> July 2018
		Overall RAG rating	Key Issues/risks
1	<b>Programme Governance</b>		<p>A report outlining progress following the Mid Point review meeting was presented to the Programme Board on 24<sup>th</sup> July and the Joint HOSC is scheduled on 30<sup>th</sup> July to share the outcomes and any recommendations.</p> <p>CCG Governing Bodies approved the proposed revised ToR for the Joint Committee (JC). The membership will remain the same as the previous JC with an independent voting Chair and 2 independent clinical members.</p> <p>In order to ensure programme governance and timeline post consultation, a draft timeline has been proposed to the Future Fit Programme Board. This timeline has been drafted with support from NHSE and NHSI to ensure alignment post consultation to full business case development. The best case scenario at this point is that a Joint Committee will be convened no earlier than February 2019.</p> <p>It is important to establish a clear understanding of some critical interdependencies outside of the future fit programme. A paper has been presented that sets out a proposed schedule of reports that will be required to be submitted to the Programme Board and other Future Fit work streams to support the development of the DMBC and ultimately the decision making process over the coming months</p> <p>Proposed timelines and lead responsibilities are set out within the plan. Leads will require a mandate from the Programme Board to contribute to the Future fit requirements of their work.</p> <p>Programme governance continues through the Programme Board monthly meetings with Assurance Work stream meetings scheduled as and when required.</p> <p>The IIA Steering Group meets monthly to review progress against the identified IIA priorities agreed at their meeting in May.</p> <p>It is proposed QIA's are formally signed off through the Clinical Strategy Group.</p>

			<p>The FF Programme Board Associate Director and Communications and Engagement Lead attend and provide reports and updates to Shropshire and Telford and Wrekin CCG Boards, local authority and Health and Wellbeing Boards.</p>
<p><b>2. Impact Assessment Mitigation Plans</b></p>			<p>The IIA Mitigation Priorities have been identified and agreed by the IIA Steering Group. A further IIA Steering Group meeting was held on 19<sup>th</sup> July and progress reports received from leads in the following areas :</p> <ol style="list-style-type: none"> <li>1. Quality Impact Assessments</li> <li>2. Local Maternity Services and Maternity Services Review</li> <li>3. Travel and Transport and ambulance modelling</li> <li>4. Equality and Seldom Heard Groups</li> <li>5. System wide Workforce Transformation Plan</li> <li>6. Neighbourhoods and Care Close to Home Programme</li> </ol> <p>Service level QIAs will be led by SATH; a number had been done and Deidre Fowler the Director of Nursing will be joining the Group. QIAs will be signed off by the clinical strategy groups.</p> <p>The interdependencies between the LMS and midwifery review were clarified. Some of the actions set out in the LMS transformation plan could be linked to impacts and mitigation for women identified in the W&amp;C IIA Report.</p> <p>The Equalities work and engagement with seldom heard groups has progressed well albeit there is challenges around capacity within the team to compete .all meetings set out in the action plan. The mid point review has included progress on this work and any recommendations.</p> <p>A presentation setting out progress on the Trusts workforce transformation plans related to the Future fit /SSP programme and recruitment into new roles was given.</p> <p>Out of Hospital care programme leads provided a narrative on their plans and progress. Much progress has been made. The interdependencies between FF and this work were acknowledged. After a discussion it was felt that clarity on what specific questions would need to be answered and progress made at the point of decision making was required.</p>
	<p><b>Travel and Transport</b></p>		<p>The IIA group were advised that there had been some slippage on the ambulance modelling that may result in the report not being available until October. The ambulance model work timeline has been delayed due to the requirement to agree and sign a data sharing agreement and technical issues raised by one organisation. ORH and the STP Programme Director are now working to mitigate any delay. The proposed revised completion date is now mid-September. The IIA Group also did not receive full assurance that the agreed</p>

			<p>priorities on the work around public transport were progressing at sufficient pace. A piece of work to map current public transport arrangements and gaps however was to be scoped with the Council. Ensuring engagement with both councils required escalating.</p>
	<b>3. Consultation Update</b>		<p>The Communications and Engagement Lead will provide a separate report and presentation on the progress of the consultation and feedback from the mid point review meeting taking place on 19<sup>th</sup> July.</p> <p>The mid point review will enable the team to review and reflect on progress to date and identify any areas where additional engagement may be required. Findings and learnings from the review will be submitted and discussed at the Programme Board with a scheduled update to the Joint HOSC on 30<sup>th</sup> July.</p> <p>There are 70+ Pop up events scheduled and these are running smoothly. Some events have had low footfall and therefore future events are being carefully checked and monitored to maximise opportunity for public interaction.</p>
	<b>3.1 Public Exhibition Events</b>		<p>Following feedback during the consultation process, a further 5 additional public events are planned (highlighted) on the following dates:</p> <p>6<sup>th</sup> May – Telford          7<sup>th</sup> May - Shrewsbury          28<sup>th</sup> June – Newtown          4<sup>th</sup> July – Ludlow          11<sup>th</sup> July – Wellington          25<sup>th</sup> July – Bridgnorth          2<sup>nd</sup> August – Market Drayton  <b>8<sup>th</sup> August – Bishops Castle</b>  <b>9<sup>th</sup> August - Newport</b>          15<sup>th</sup> August – Oswestry  <b>21<sup>st</sup> August – Whitchurch</b>  <b>29<sup>th</sup> August - Woodside</b>  <b>30<sup>th</sup> August – Welshpool</b></p> <p>Additional feedback on public exhibition events, Pop ups, LJs, engagement with seldom held groups will be provided by the Communications and Engagement Lead through the mid point review presentation.</p>
	<b>3.3 Seldom Heard Groups/Protected characteristics</b>		<p>As part of the Future Fit Assurance there is a requirement to undertake more focused engagement with seldom heard groups/protected characteristics with an Equality Impact Assessment and mitigation plan produced.</p> <p>A separate report and activity schedule outlining engagement with Seldom heard groups was presented at the Programme Board on 24<sup>th</sup> July setting out the work undertaken to date with an action plan to ensure this group has ample opportunity to have a voice</p>

			throughout the Future Fit consultation process.
	<b>3.4 Media coverage</b>		The team continue to provide media coverage supporting the delivery of facts, updating the FAQs on the website, responding to letters and emails from stakeholder organisations and the general public. A schedule of media coverage will continue throughout the consultation process. Media pieces on workforce and finance are planned. A revised FAQ has been made available on the web site
<b>4</b>	<b>NHS Approvals/Assurance Gateways</b>		
	<b>4.1 NHSE further work</b>		<p>As part of the NHSE assurance process, a number of areas were raised that would require further work during consultation period and as the Programme developed its Decision Making Business Case (DMBC) and an update on these areas is set out below:-</p> <p><b>Specialised commissioning</b> - Regular scheduled telephone conference calls are now in place to engage with commissioners on any potential impacts of the proposals around trauma and obstetrics and neonates and regular updates will be provided at future Board meetings.</p> <p><b>Ambulance Impact Modelling</b> – The ambulance model work timeline has been delayed due to the requirement to agree and sign a data sharing agreement and technical issues raised by one organisation. ORH and the STP Programme Director are now working to mitigate any delay.</p> <p><b>IT Strategy</b> - A report will be requested at a future Programme Board.</p> <p><b>Workforce engagement and transformation plans</b> - A Workforce Transformation Plan has been received from SaTH and a presentation made to the IIA Group. It is acknowledged additional work is still required to evidence considerations and impacts on the wider workforce in relation to the proposed community clinical models.</p> <p><b>Repatriation</b> - Clarification on the proposed repatriation including Quality Impact Assessments is underway. QIAs are being prioritised to identify impacts on clinical pathways. Further testing of areas for repatriations requested pre DMBC.</p> <p><b>Affordability testing</b>- As previous stated, the DMBC will include updated information.</p>
	<b>4.2 Post consultation Process and Assurance Gateway</b>		A draft timeline will be discussed at the Future Fit Programme Board.

<b>Action Status RAG Rating definition</b>	
	Complete/On track
	Delayed/some concern - recovery actions planned or in place. Low risk of materially affecting programme delivery and/or timeline
	Delayed/Much concern - recovery actions planned or in place. Medium to high risk of materially affecting programme delivery and/or timeline
	Deadline not yet reached, delivery on target