



## **TRANSFORMATION & EFFICIENCIES PROGRAMME**

### **Aim**

- 1.1 To update the Integration Joint Board (IJB) on progress of the development of the Health and Social Care Partnership Transformation and Efficiency Programme.

### **Background**

- 2.1 The IJB have a challenging financial position in 2017/18. The total budget available to the IJB is £166,694,000. This is a “flat-cash” settlement and therefore there are unfunded pressures that require to be addressed. The total shortfall is £6.37m and actions to achieve efficiencies of £3.781m have already been identified by both partners. This still leaves an affordability gap of £2.6m for the Partnership to address.
- 2.2 The IJB’s Transformation Programme is being developed to ensure that services continue to deliver the agreed Strategic Plan, continue to provide effective, quality services and help bridge the £2.6m affordability gap in the IJB financial plan for 2017/18.
- 2.3 An outline of the proposed Programme was presented to the IJB at its meeting on 27 of February and a further update was provided on the 27 March. The Programme will seek to establish efficiency gains through the redesign of care pathways, reducing blockages and making better use of IT/ technology to improve outcomes and ensure that services are fit for the future to manage increased demand.
- 2.4 While the development of the Programme is still work-in-progress, 10 initial project areas have been identified. These are:
  1. Improving Community & Day Hospital Services
  2. Enablement
  3. Allied Health Professionals (AHP’s)
  4. Dementia
  5. Mental Health Redesign
  6. Re-imagining Day Services
  7. Carer’s Strategy
  8. Redesign of Alcohol and Drug Services
  9. Telecare and Telehealth Care
  10. Localities and Workforce Planning
- 2.5 Projects 1-6 and 8 are focused on the redesign of services and the associated care pathways. Projects 9 and 10 are cross-cutting projects. The Telecare and Telehealth Care project will look at how technology can support and enhance the

processes around each pathway and help achieve both service improvements and efficiency gains. The Localities and Workforce Planning project will look at streamlining Health and Social Care management and staffing structures at a local level to deliver redesigned services in the most efficient and effective way. An Integrated Workforce Plan is currently being developed to reflect the impact of redesign on the workforce across the Partnership.

- 2.6 A summary overview of the ten projects is set out in Appendix 1 and an associated summarised Programme Plan, setting out high level timescales, is included at Appendix 2.
- 2.7 The Executive Management Team (EMT) will be the Programme Board having strategic oversight of the Programme and monitor progress on a monthly basis.

### **Affordability Gap**

- 3.1 The initial focus on developing the Programme has been on the need to address the 2017/18 funding gap. Given the scale of the savings, and the need to achieve them within the current financial year, it would not be reasonable to expect these 10 projects, alone, to achieve the full £2.6m savings. In the short-term, there will be a need to identify additional projects and to look across all areas of the budget for one-off savings within the current financial year. The nature of the Transformation Programme – and the challenges that it seeks to address – will require a longer-term (3-5 year) view
- 3.2 Further work is needed to finalised the contribution that the current projects can make to the £2.6m affordability gap. Most projects have existing savings targets attached to them which are already factored into SBC and NHSB financial plans. Contributions to the affordability gap will be in addition to these existing savings targets.
- 3.3 Appendix 2 outlines the timeframe for the delivery of efficiencies and demonstrates that this will take time to realise given the need for significant engagement and service redesign.
- 3.4 Proposed steps to clarifying the one-off and recurring savings include:
  - Clarifying the amount and timing of expected savings from the 10 projects
  - Identifying further projects and associated savings
  - Senior operational managers across the Partnership have also been tasked to identify further one-off and recurring savings within the current financial year.

### **Resources**

- 4.1 While the Executive and Programme leads have been identified for each project, the resource required to support the delivery of projects still needs to be fully identified.
- 4.2 The resource will need to include a range of skills including people with the appropriate operational/professional experience as well as knowledge of and credibility in the Health and Social Care landscape in order to successfully lead and deliver change.

## Technology

- 5.1 An initial technology brief has been developed around a telecare project. The brief will be expanded to include the technology requirements identified from each of the service redesign projects. This reflects the role that technology will play in improving care pathways – and in the review and redesign of the processes associated with each care pathway.

## Dependencies & Cross-Cutting Themes

- 6.1 There is a high level of interdependency between the 10 Partnership projects and across both the NHS and SBC Transformation Programmes. These dependencies are partly illustrated in Appendix 3. In particular, there will be a need to manage the relationship between the cross-cutting technology and workforce projects (Projects 9 and 10) with the service/pathway redesign projects.

## Summary

- 7.1 This paper updates the IJB on progress in establishing the Transformation Programme, the timescales, progress to date and next steps.

## Recommendation

The Health & Social Care Integration Joint Board is asked to **note** the progress made in developing the Transformation and Efficiencies Programme.

The Health and Social Care Integration Joint Board is asked to **endorse** identified workstreams.

<b>Policy/Strategy Implications</b>	This Programme will support the delivery of the Partnership's Strategic Plan.
<b>Consultation</b>	Programme Proposals are being developed through the Joint H&SC Management Team and with service leads.
<b>Risk Assessment</b>	The risks relating to each project are being developed as part of the project briefs. Overall, there is a risk that without a robust Programme, the Partnership will be unable to address the current – and future – affordability gap.
<b>Compliance with requirements on Equality and Diversity</b>	A comprehensive Equality Impact Assessment was completed as part of the strategic planning process.
<b>Resource/Staffing Implications</b>	Resource and staffing implications are being developed as part of both the development of the project briefs and the service redesigns that will be addressed through the projects.

**Approved by**

<b>Name</b>	<b>Designation</b>	<b>Name</b>	<b>Designation</b>
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