



INTERIM TRANSFORMATION & EFFICIENCIES PROGRAMME TRACKER

Aim

- 1.1 To update IJB on progress in developing and delivering the transformation and efficiencies programme

Background

- 2.1 A presentation on progress in developing the programme was presented to the IJB at its 28th August meeting. This report details an update as at 31st August 2017.
- 2.2 There are currently 10 projects that comprise the IJB Transformation Programme. These are:
 - I. Community & Day Hospitals
 - II. Care at Home (including Re-ablement)
 - III. Allied Health Professionals
 - IV. Dementia
 - V. Mental Health Redesign
 - VI. Re-Imagining Day Services
 - VII. Carers Strategy
 - VIII. Alcohol & Drug Services
 - IX. IT & Telehealth Care
 - X. Re-Imagining Integrated Health & Social Care Teams
- 2.3 A high level Programme Plan is set out in Appendix 1 and a Programme Tracker which sets out workplan elements from the current and forthcoming reporting periods is provided at Appendix 2.

Summary

- 3.1 With the exception of the Re-Imagining Integrated Health & Social Care Teams project which is still in development, projects are progressing as planned.
- 3.2 Project groups are now meeting and a communication briefing note has been sent out to staff and managers to raise awareness of the programme. An awareness event was also held at Tweed Horizon on 5th September to engage with senior and operational managers whose services will be impacted by and who will influence the development of the transformation programme.
- 3.3 The current programme plan does not yet include indicative financial savings which may be possible from each of the individual projects. Discussions are planned with project leads, the Chief Finance Officer and Programme Manager to robustly review the financial context and savings opportunities from each project, the linkages between projects and across care pathways within health and care services. These

discussions will take place over October/December and an update will be provided to EMT and IJB immediately after this.

- 3.4 EMT and IJB have discussed a notional percentage saving on operational costs on delegated functions to be achieved by 2019/20. The financial information relating to the Transformation Programme which will be made available to EMT and IJB will be presented in the context of this notional target. This will include all efficiency savings targets within health and social care.
- 3.5 As part of the agreed Financial Plan for NHS Borders the required central recurring savings target brought forward from 2016/17 to the start of 2017/18 for delegated functions totalled £1.922m. In addition delegated services were required to achieve a 3% savings on operational budgets which totalled £1.110m with GP Prescribing budgets requiring a £3.2m uplift achieved through a corresponding efficiency target. Historical savings targets across Primary and Community Services (P&CS), Allied Health Professionals (AHP's) and Mental Health (MH) also remain unachieved. The following table summarises the position on these savings targets and the savings achieved in 2017/18 on both a recurring and non recurring basis.

DELEGATED FUNCTIONS	Required - Recurring	Achieved - Recurring	Achieved - Non Recurring	Planned - Non Recurring	Total outstanding
Central Efficiency - Delegated Services	£1.922m	£0.683m	-	-	£1.239m
3% Efficiency Savings - Operational Budgets	£1.110m	£0.139m	£0.260m	£0.300m	£0.411m
GP Prescribing	£3.200m	£1.700m	-	-	£1.500m
Historical savings - P&CS, AHP's and MH	£0.963m	-	-	-	£0.963m
2017/18 Current position	£7.195m	£2.522m	£0.260m	£0.300m	£4.113m
2018/19 Baseline outstanding	£7.195m	£2.522m	-	-	£4.673m

- 3.6 The recurring outstanding efficiency target of £4.673m will carry forward as a baseline efficiency target into 2018/19 for delegated functions.
- 3.7 In addition to the savings targets of delegated functions as noted above, the Financial Plan from NHS Borders identified savings for Large Hospital - Set Aside budgets of £0.672m brought forward and £0.517m as the 3% target for operational budgets.
- 3.8 The table overleaf summarises the position on these savings targets and the savings achieved in 2017/18.

SET ASIDE BUDGETS	Required - Recurring	Achieved - Recurring	Achieved -Non Recurring	Planned - Non Recurring	Total outstanding
Central Efficiency - Set aside budgets	£0.672m	-	-	-	£0.672m
3% Efficiency Savings - Operational Budgets	£0.517m	£0.105m	-	-	£0.412m
2017/18 Current position	£1.189m	£0.105m	-	-	£1.084m*
2018/19 Baseline outstanding	£1.189m	£0.105m	-	-	£1.084m*

*note the above excludes the Acute Drugs Efficiency Target.

- 3.9 The recurring outstanding efficiency target of £1.084m will carry forward as a baseline efficiency target into 2018/19 for set aside budgets.
- 3.10 The baseline 2018/19 efficiency savings targets for both health and social care will be verified as part of financial planning processes.
- 3.11 Preliminary discussions on the transformation programme, as developed to date, have identified that the level of recurring savings required by the IJB will not be achieved by the current projects. Additional projects will be required. It is important to note that the in-year savings are unlikely to be achieved as previously predicted. The financial information on the programme will therefore require to show the delivery timescale of savings in 2017/18 and future years.
- 3.12 As part of the discussions with project leads, the resource requirements to deliver projects will be fully established. It is anticipated that additional resource will be required. A clear business case, based on achievement of outcomes against resources required, will be included in each funding application.

Recommendation

The Health & Social Care Integration Joint Board is asked to **note** the report and **request** an update on the delivery of efficiencies in 2017/18 and future years from the Transformation Programme.

Policy/Strategy Implications	This Programme will support the delivery of the Partnership's Strategic Plan.
Consultation	Programme Proposals are being developed through the Joint H&SC Management Team and with service leads. A workshop was held on 5 th September to ensure all key managers in the programme are aware of and engaged in the programme.

Risk Assessment	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.
Compliance with requirements on Equality and Diversity	A comprehensive Equality Impact Assessment was completed as part of the strategic planning process.
Resource/Staffing Implications	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

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