



Dumfries and Galloway
IJB Performance and Finance Committee

23rd January 2020

This Report relates to
Item 5 on the Agenda

Sustainability and Modernisation Programme Update

Paper presented by Nicole Hamlet

For Discussion and Noting

Author:	Nicole Hamlet, NHS Deputy Chief Operating Officer nicole.hamlet@nhs.net
List of Background Papers:	Not Required
Appendices:	Appendix 1 – SAM Governance Structure

1. Introduction

- 1.1 The Sustainability and Modernisation Programme was established in response to the significant financial challenges facing the Partnership locally, and from learning as to what is happening in other NHS Boards / Health and Social Care Partnerships across the country. It was determined that the way Dumfries and Galloway would like to approach a financial improvement programme was to focus on innovation and transformation, ensuring team engagement across the Partnership by harnessing the principles of 'compassionate leadership'.
- 1.2 This paper forms part of the routine reporting to committee and captures progress of the Sustainability and Modernisation (SAM) Programme since the previous update.
- 1.3 The focus of this paper is on how ideas from staff and our partners are being handled, identifies some of the larger scale transformation projects that will be taken forward under SAM and details communication to date, including the latest SAM regional tour.

2. Recommendations

2.1 The IJB Performance and Finance Committee is asked to:

- Discuss and note the progress to date on the development of the Sustainability and Modernisation Programme.

3. Background and Main Report

- 3.1 The Sustainability and Modernisation (SAM) Programme governance structure has been established, incorporating four workstreams which have been aligned with the existing Programme Board Structure;
- Modernisation and Transformation
 - Clinical Efficiency
 - Workforce
 - Finance
- 3.2 **Appendix 1** details where each of the Programme Boards sit within the SAM governance structure, along with additional groups that have been created to progress specific pieces of work.
- 3.3 A number of actions are currently being progressed by the SAM Steering Group / Programme Management Office (PMO). These are summarised as follows.
- Ideas submitted from across the Partnership**
- 3.4 In excess of 850 ideas have been received; to date 839 of these have been reviewed to rationalise them into broader themes and to address duplication, resulting in a total of 550 individual ideas. Whilst duplication exists, this emphasises the need for change however, we must not also duplicate our efforts and need to ensure that ideas are grouped appropriately and addressed as a whole.
- 3.5 Ideas are triaged weekly and the appropriate action determined. This will include either directing the idea to a Workstream Lead or to an operational manager.

3.6 The Deputy Chief Operating Officer is close to completing initial meetings with Workstream Leads and Managers, introducing the process for the review of ideas and has received feedback against these on how to proceed. This will be either:

- to instruct teams to go ahead and implement their idea
- to implement the idea with some monitoring in place
- to progress as a larger project for which support will be made available or
- for managers to provide evidence as to why an idea is not feasible or has failed to work in the past

3.7 These meetings have resulted in the first round of responses being sent to contributors where known, noting that 31% of the ideas have been submitted anonymously.

3.8 The ideas received thus far can be summarised as follows;

- Ideas for improvement where feedback to staff will be to go ahead and do it. No permission is required but we might want to track progress of some of these ideas to capture outcomes and potential opportunities to share good practice.
- Spend to save ideas which will require further investigation to understand fully how savings will be realised.
- Ideas that we will feed into existing programmes for the redesign of services.
- Ideas for opportunities to work with and support Third and Independent Sector organisations.
- Ideas of things that can be stopped without compromising service although there have been fewer of these than anticipated.
- Ideas focused on nationally determined terms and conditions over which there is no local control but that we will be thoughtful as to how this can be influenced.

Projects being taken forward by SAM

3.9 A series of projects that have been identified as “big ticket items” will be linked into or taken forward by SAM; some of these are detailed as follows:

- Integrated Community Teams / “Home Teams”
- Primary Care Transformation
- Reduction in delayed discharges impacted by the investment in Reablement and Care at Home services, along with looking at how care is purchased
- Hard to fill vacancies
- Implementation of NHS Near Me powered by Attend Anywhere in participating clinical teams (Psychology Services, Diabetes, Renal, Rheumatology, Respiratory and Speech and Language Therapy)
- Increase completion of Anticipatory Care Plans across Dumfries and Galloway
- Increase completion of staff annual appraisals across the Partnership

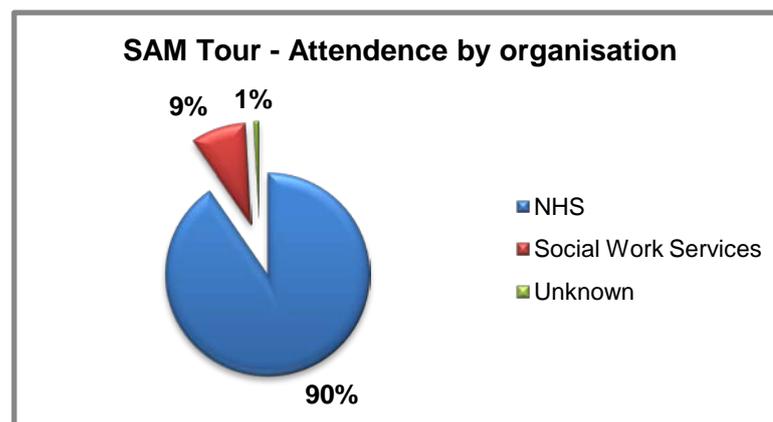
3.10 A SAM Mandating Group has been established and, whilst in its infancy, will be

concerned with supporting the creation of defined project documentation (mandates) setting out prescriptively what each project aims to achieve, the benefits to be realised, how these will be measured and key milestones to completion. This process is already highlighting benefits to teams of the expectations and understanding of objectives / outcomes of work.

- 3.11 Performance measures for each project will be agreed with the SAM Steering Group, and progress against project plans monitored to ensure delivery and to use this mechanism as a means to escalate barriers to the SAM Executive Group.

Communication

- 3.12 The first SAM poster campaign has been published within all health premises across the region. The theme of this first campaign is concerned with waste management, specifically giving due consideration to the segregation of clinical waste and the implications of putting waste into the incorrect waste stream.
- 3.13 The second SAM update tour took place across the region, from Monday 9th December and concluded on Friday 13th December; during this time 17 sessions were delivered. Staff from the NHS, Social Work Services, Social Care, GP Practices and the Third and Independent Sectors were invited to attend. There were 210 attendees at these sessions, with a further estimated 20 staff attending Medical Staff Committee on the evening of Thursday 12th December where a SAM update was provided.
- 3.14 A recording of one of the tour sessions has been circulated via #ontheground across the Partnership for those who could not attend. This is both in a full and abbreviated version.
- 3.15 Attendees were predominantly NHS staff, as demonstrated by the following chart. Further work will be progressed to ensure we are effectively reaching all those within the Partnership.



- 3.16 The next SAM tour has been provisionally scheduled for April 2020.

In progress

- 3.17 Other actions include the development of:
- SAM Intranet presence – A Beacon page is at the design stage. It is intended that this will allow us to share "live" information with staff, create a repository of information to where staff can be directed for further information about the Programme and allow us to share ideas and outcomes.

- Staffing support within the PMO – The PMO has appointed to the Project Assistant post and recruitment is progressing for the Programme Director post.

4. Conclusions

- 4.1. Based on the information provided, the IJB Performance and Finance Committee are asked to discuss the ongoing progress of the Sustainability and Modernisation Programme.

5. Resource Implications

- 5.1. There are no financial or staff implications within this Paper.

6. Impact on Integration Joint Board Outcomes, Priorities and Policy

- 6.1. The SAM Programme has been developed to address the requirements of the national Financial Improvement Programme.
- 6.2. It is anticipated that work arising from the SAM Programme will meet the National Health and Wellbeing Outcomes for Health and Social Care.

7. Legal and Risk Implications

- 7.1 A risk register has been developed for the SAM Programme with ongoing monitoring undertaken by the SAM Steering Group.
- 7.2 The nature of the SAM Programme will require a degree of measured risk taking. A risk assessment will be required for all mandated ideas, the progress of which will be tracked and monitored by the SAM Programme Management Office.

8. Consultation

- 8.1 This paper has been considered by the SAM Programme Management Office.

9. Equality and Human Rights Impact Assessment

- 9.1 An Equality Impact Assessment will be undertaken as SAM ideas / projects are progressed individually.

10. Glossary

- 10.1 All acronyms must be set out in full the first time they appear in a paper with the acronym following in brackets.

PMO	Programme Management Office
SAM	Sustainability and Modernisation Programme