

Bolton Council

Report to: Health and Wellbeing Board

Date: 22nd June 2017

Report of: Su Long, Locality SRO

**Report
No:**

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Report Title: **Bolton Locality Plan and Transformation Fund Update**

Non Confidential:

This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

Purpose:

To update the Health and Wellbeing Board on progress to date on the Bolton Locality Plan and Transformation Fund.

To inform the Health and Wellbeing Board of future developments planned in this area.

Recommendations:

The Health and Wellbeing Board is asked to note progress to date and comment on the future developments set out in this paper.

**Background
Doc(s):**

Bolton Locality Plan
Bolton Transformation Fund proposal

1. BACKGROUND

The Bolton Locality Plan sets out the vision for moving towards a clinically and financially sustainable health and care system by 2021. It has been developed jointly by key partners:

- Bolton Council
- NHS Bolton Clinical Commissioning Group (CCG)
- Bolton NHS Foundation Trust
- Bolton Community and Voluntary Services (CVS)
- Greater Manchester Mental Health NHS Foundation Trust (GMMH)
- Bolton GP Federation
- Healthwatch Bolton

The Locality Plan is focused on driving transformation across a number of themes within health and care:

- Population Health and Prevention
- Primary Care
- Urgent Care
- Integrated and Community Care
- Planned Care
- Care Homes and Home Care
- Mental Health
- Learning Disabilities
- Children's and Maternity

Transformation in these services will be facilitated by key enablers:

- Workforce
- Information Management and Technology (IM&T)
- Technology Enabled Care (TEC)
- Estates
- Co-design, Communications and Engagement
- Development of a Local Care Organisation (LCO) and integrated commissioning

In 2016/17, system partners worked collaboratively to develop the Locality Plan and joint governance and processes to lay the groundwork for implementation. A number of projects critical to supporting this were launched, with a particular focus on securing sustainability in urgent and community based care.

In 2017/18, focus has shifted to further developing and implementing all Locality Plan work programmes, including the key enablers.

2. TRANSFORMATION FUND

To support Bolton's vision for transformational change, partners submitted a proposal to the Greater Manchester Health and Social Care Partnership (GMHSCP) for £49.8m from the Greater Manchester Transformation Fund. This was costed over 4 years from 2016/17 and would support Bolton's health economy in becoming clinically and financially sustainable by 2021.

The final Transformation Fund award amounted to £28.8m, which represented the original proposal amount, minus year 4 (2019/20) and funding requested for IM&T and estates. Funding has been apportioned over 3 years as follows:

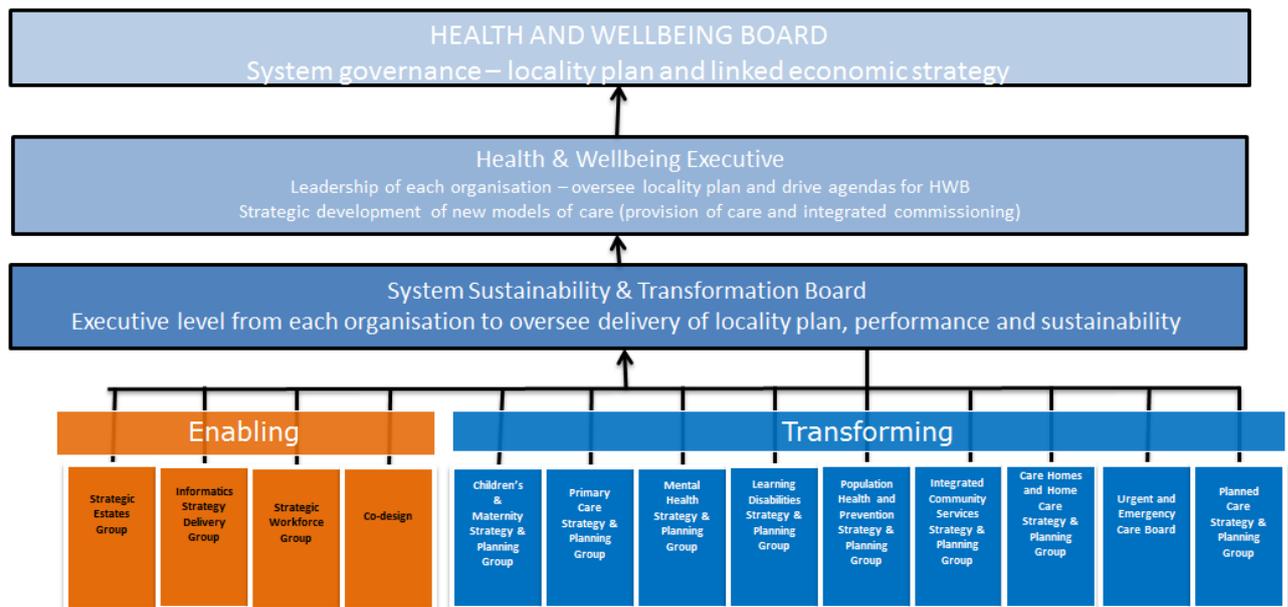
- 2016/17 - £3.08m
- 2017/18 - £13.19m
- 2018/19 - £12.49m

	16/17	17/18	18/19	19/20	Total
	£m	£m	£m	£m	£m
T Fund Proposal	5.04	19.72	12.94	12.14	49.83
Less Estates	- 0.29	- 2.35	- 0.78	-	- 3.42
Less IT	- 1.67	- 4.18	- 0.28	-	- 6.13
Less year 4	-	-	-	- 12.14	- 12.14
Estates costs being funded (year 3 only)	-	-	0.61	-	0.61
T Fund Awarded	3.08	13.19	12.49	-	28.75

3. GOVERNANCE AND ACCOUNTABILITY

The development and implementation of the Bolton Locality Plan and supporting Transformation Fund is driven by the System Sustainability and Transformation Board (SSTB) which includes senior representation from all system partners and programme leads. This group reports to the Health and Wellbeing Executive and ultimately to the Health and Wellbeing Board. The Locality SRO (Su Long, Chief Officer, Bolton CCG) is responsible for ensuring the planning and monitoring through these committees, escalating issues and communicating actions to SSTB members.

Implementation of Locality Plan programmes is the responsibility of themed Strategy and Planning Groups which report into SSTB.



In quarter 1 of 2017/18, a thorough programme planning process has been developed and implemented. This has included action plans and risk logs for each Locality Plan programme, financial modelling and agreement of activity and outcome trajectories.

To ensure decisions to release Transformation Fund monies to Locality Plan programmes are robust and transparent, each project identified for funding is required to submit a business case summary presenting key information regarding the project details, evidence base, activity and outcomes, costings and milestones. These business case summaries are RAG rated according to the quality of the supplied information and checked against the original Transformation Fund bid. Once the business case summaries are sufficiently detailed, they are presented to SSTB for consideration and recommendation to the Health and Wellbeing Executive for funding confirmation. The following projects have been approved and implementation underway:

- **Faster Diagnosis:** improved diagnostic pathways for suspected upper GI, lower GI and lung cancer
- **Primary Care:** recruitment of an enhanced primary care workforce including MSK practitioners, mental health practitioners, practice pharmacists and health improvement practitioners
- **Heart Failure:** community based cardiac rehabilitation programme for heart failure patients
- **Tech Support to Care Homes:** telemedicine in all care homes with virtual access to a clinician for advice and guidance
- **Discharge to Assess:** community based beds to enable patients who are medically optimised to be discharged from hospital and receive their assessment in a more appropriate environment

- Care Homes Leadership: provision of a comprehensive package of training and support for all care home staff to enhance the capability of staff in caring for all residents
- Enhanced Care for Patients with Complex Needs: provision of up to one extra hour of care per day for care home residents with the most complex needs
- Community Asset Navigators: support people to access voluntary and community services which will help them to self-manage their physical and emotional wellbeing
- Prevention Partnership: an innovation fund for the voluntary and community sector for schemes which focus on prevention and wellbeing
- Advanced Mental Health Practitioners: expansion to a 7 day service to support those experiencing a mental health crisis
- Shared Lives: provide infrastructure (education, co-ordinator etc.) to increase adult placement numbers for people with mental health and/or learning disabilities
- Out of Area Mental Health Placements: development of a specialist unit within the Bolton for people currently placed in out of area mental health units
- Memory Assessment and Treatment Service: expansion to increase dementia diagnosis rates and post diagnostic support - with a specific focus on hard to reach groups
- Emergency Department Streaming: streaming at the front door of the A&E Department at Royal Bolton Hospital to redirect patients (non-clinically urgent) who present to the most appropriate service to meet their needs
- Engagement and Communications: a full programme of stakeholder engagement to ensure co-design of all services and initiatives across the locality
- Nurse Recruitment: international recruitment of 75 nurses to vacant posts at Royal Bolton Hospital

The Investment Agreement with Greater Manchester Health & Care Partnership is due to be signed off within the next month, and quarter 1 monies are due to be transferred to Bolton within the same timescale. As this reflects a delay to overall timescales, organisations have been encouraged to commence agreed work at risk and Su Long, the Bolton SRO, will discuss implications on timescales with the GM team.

A summary of all projects earmarked for Transformation Fund monies and their current business case status is included as Appendix A. This a rolling process and project management, finance and business intelligence leads are supporting project leads in developing business case summaries to the required standard.

4. REPORTING, MONITORING AND EVALUATION

Regular and accurate reporting and monitoring will be a key assurance requirement for all organisations involved in the Locality Plan to ensure efficient implementation to a high standard and value for money.

A monitoring framework is in the final stages of development and will include an assessment of financial performance, progress against activity trajectories and outcomes and key project milestones. This will be presented monthly to SSTB and any serious delays or barriers to delivery escalated to the Health and Wellbeing Executive.

The Health & Wellbeing Executive will oversee progress and take any actions required to ensure project delivery, or make changes or propose stopping projects which are not delivering.

Quarterly summary reporting on progress against milestones, financial and performance indicators will be produced for the Health and Wellbeing Board.

Work is underway to develop an evaluation framework for the Locality Plan programme in its entirety; this links to emerging work at a Greater Manchester level to ensure consistency across all 10 localities. Consideration is being given to the expertise required to support meaningful place-based evaluation that encompasses outcomes beyond the parameters of traditional health and social care. This has been costed for as part of the Transformation Fund proposal.

5. RECOMMENDATIONS

The Health and Wellbeing Board is requested to review the progress made to date on development and implementation of the Locality Plan.

(A presentation on the headline ambitions in the locality plan will be shared at the meeting)

APPENDIX A

RAG Rating Key	
	Approved by HWB Exec
	Business Case Summary complete; pending approval
	Some information outstanding
	Key elements of project still under discussion
	No business case summary in development / status unknown

Programme	Scheme Reference	Project	Project Description	Project Lead	Executive Sponsor	RAG Rating	Scheme Value 17/18	Agreed by SSTB	Approved by HWB Exec
Planned Care	1.1	Faster Diagnosis	2 year project to facilitate faster access to diagnostics and improved pathways for patients with suspected cancer: upper GI, lower GI and lung	Melissa Surgey	Melissa Laskey		£ 60,877	11/05/2017	23/05/2017
	1.2	Respiratory - Virtual Clinics	Monthly MDT meetings with the INTs to ensure appropriate management of patients with long term respiratory conditions in the community	Kelly Bishop	Melissa Laskey		£ 35,415		
	1.3	Respiratory - Rapid Access	Rapid Access Clinics Monday to Friday to enable GPs and other clinicians to refer patients with a respiratory condition to be referred to a specialist for same day assessment	Kelly Bishop	Melissa Laskey		£ 104,625		
	13.4	Fracture Liaison	A preventative service to prevent people who have had a previous fracture from suffering a major fracture in future years	Kelly Bishop	Melissa Laskey		£ 82,385		

Programme	Scheme Reference	Project	Project Description	Project Lead	Executive Sponsor	RAG Rating	Scheme Value 17/18	Agreed by SSTB	Approved by HWB Exec
Primary Care	11.1	MSK Practitioners	9 MSK Practitioners working across the 9 neighbourhoods to provide assessment, diagnosis, first line treatment and self care plans	Lynda Helsby	Stephen Liversedge		£ 260,335	11/05/2017	23/05/2017
	11.3	Practice Pharmacists	20 pharmacists working across the 9 neighbourhoods to provide medication review, repeat prescribing and long term condition management	Lynda Helsby	Stephen Liversedge		£ 290,000	11/05/2017	23/05/2017
	11.2	Mental Health Practitioners	9 mental health Practitioners working across the 9 neighbourhoods to provide assessment and emotional/mental health support	Lynda Helsby	Stephen Liversedge		£ 254,335	11/05/2017	23/05/2017
	11.6	Health Improvement Practitioners	Enhanced health trainer role with 50 HIPs working across 9 neighbourhoods for prevention, early diagnosis and life style support to patients with long term conditions	Lynda Helsby	Stephen Liversedge		£ 896,506	11/05/2017	23/05/2017
	11.5	Nurse Training Programme	Consistent, high quality training programme to upskill practice nurses and support nurses transitioning into new roles	Lynda Helsby	Stephen Liversedge		£ 23,750		
	11.4	Non-Pay (included in above primary care schemes)	N/a	Lynda Helsby	Stephen Liversedge		£ -		
Integrated Care	1.4	Heart Failure	A cardiac rehabilitation programme for Heart Failure patients to prevent emergency readmission to hospital	Kelly Bishop	Melissa Laskey		£ 200,131	11/05/2017	23/05/2017
	3.1	Enhanced Primary Care Support for Care Homes	One GP Practice per care home to provide proactive and reactive care to residents to prevent unplanned hospital admission	Paul Beech / Lynda Helsby	Melissa Laskey		£ 370,645		

Programme	Scheme Reference	Project	Project Description	Project Lead	Executive Sponsor	RAG Rating	Scheme Value 17/18	Agreed by SSTB	Approved by HWB Exec
	2.1	Tech Support to Care Homes	Telemedicine in all care homes with virtual access to a clinician (GP) for advice and guidance to prevent unplanned hospital admission	Paul Beech	Melissa Laskey		£ 268,800	11/05/2017	23/05/2017
	13.1	Discharge to Assess	Community based beds to enable patients who are medically optimised to be discharged from hospital and receive their assessment in a more appropriate environment which will help to prevent, reduce or delay long term admission to residential and nursing care	Paul Beech	Melissa Laskey		£ 1,897,000	11/05/2017	23/05/2017
	1.5	Integrated Neighbourhood Teams	Care co-ordinators for each of the 9 neighbourhoods	Paul Beech	Melissa Laskey		£ 406,707		
Care Homes	3.2	Care Homes Leadership	Provision of a comprehensive package of training and support for all care home staff to enhance the capability of staff in caring for all residents	Matt Emerson	Adrian Crook		£ 135,833	11/05/2017	23/05/2017
	3.3	Enhanced Care for Patients with Complex Needs	Provision of up to one extra hour of care per day for care home residents with the most complex needs	Matt Emerson	Adrian Crook		£ 289,818	11/05/2017	23/05/2017
Population Health and Prevention	6.1	Community Asset Navigators	Development of the community asset navigator role to work across the 9 neighbourhoods to support people to access voluntary and community services which will help them to self manage their physical and emotional wellbeing	Darren Knight	David Herne		£ 162,061	11/05/2017	23/05/2017

Programme	Scheme Reference	Project	Project Description	Project Lead	Executive Sponsor	RAG Rating	Scheme Value 17/18	Agreed by SSTB	Approved by HWB Exec
	6.2	Falls Prevention	An evidence based programme aimed at those who are at risk of falls - including exercise programmes and appropriate aids/adaptations. Predominantly delivered through the voluntary and community sector	Darren Knight	David Herne		£ 86,815	11/05/2017	23/05/2017
	6.3	Prevention Partnership	An innovation fund for the Voluntary and Community sector for schemes which focus on prevention and wellbeing	Darren Knight	David Herne		£ 575,000	08/06/2017	13/06/2017
	6.4	Health and Wellbeing Survey	2 surveys for the Bolton population which include questions on current health status, service use, lifestyle and risk factors, care needs and other factors that influence health status. The surveys (last one carried out in 2010) provide a valuable source of local data, and examine inequalities across the geographies and populations of Bolton. The topics chosen for inclusion are those for which local data would not otherwise be available at the level required. NB: These were not in the original TF proposal	Sue Longden	David Herne		£ 65,000		
	6.5	CYP Health and Wellbeing Survey		Sue Longden	David Herne		£ 30,000		
Mental Health	10.1	AMHPs	Expansion to a 7 day service for the Approved Mental Health Professionals to relieve pressure on A&E and support RAID (undertaking mental health assessments within the agreed timeframe)	Rachael Sutton	Rachel Tanner		£ 209,000	11/05/2017	23/05/2017
	10.2	IAPT	Increase in the access rate for IAPT provision from 15% to 20% over the next 2 years	Rachael Sutton	Melissa Laskey		£ 397,201		

Programme	Scheme Reference	Project	Project Description	Project Lead	Executive Sponsor	RAG Rating	Scheme Value 17/18	Agreed by SSTB	Approved by HWB Exec
	10.3	Shared Lives	3 year match funded project with Shared Lives Plus and NHSE to provide an infrastructure (education, co-ordinator etc) to increase adult placement numbers for people with mental health and/or learning disabilities. Bolton Cares will continue to commission the existing service model (carers and other staffing required). The service is aimed at preventing unplanned hospital admissions, expediting existing inpatient stays and rehabilitating patients - both from out of are and higher dependency placements and promoting independence	Rachael Sutton	Rachel Tanner		£ 58,500	11/05/2017	23/05/2017
	10.4	OATS	Development of a specialist unit (14 beds) within the borough for people currently placed in out of area mental health units	Rachael Sutton	Melissa Laskey		£ 156,250	11/05/2017	23/05/2017
	10.5	MATS	Expansion of the memory assessment service to increase dementia diagnosis rates and post diagnostic support - with a specific focus on hard to reach groups	Rachael Sutton	Melissa Laskey		£ 52,738	11/05/2017	23/05/2017
	10.6	Mental Health Crisis Care	Development of a crisis mental health service on the RBH site to prevent people being admitted to A&E. Inclusion of the all age RAID service and Sanctuary service within an integrated model	Rachael Sutton	Melissa Laskey		£ 151,000		
Urgent Care	13.3	ED Streaming	Streaming at the front door of the A&E Department at RBH to redirect patients (non clinically urgent) who present to the most appropriate service to meet their needs - including pharmacy, Ambulatory Care Unit, self-care advice, primary care etc). Service model operational 12noon till midnight 7 days per week	Gill Baker	Melissa Laskey		£ 840,158	11/05/2017	23/05/2017

Programme	Scheme Reference	Project	Project Description	Project Lead	Executive Sponsor	RAG Rating	Scheme Value 17/18	Agreed by SSTB	Approved by HWB Exec
	13.2	Ambulatory Care	Expansion of the operational hours of the Ambulatory Care Unit at RBH to provide enhanced hours to the current 7 day working for medicine and expansion from 5 to 7 days for surgery - to assess, diagnose and treat or refer patients in order to prevent an emergency admission	Gill Baker	Melissa Laskey		£ 440,000		
Co-design	4.5	Engagement and Comms	A full programme of stakeholder engagement to ensure co-design of all services and initiatives across the locality	Darren Knight	Su Long		£ 122,411	11/05/2017	23/05/2017
	14.4	Staff Engagement	Development of a comprehensive programme of staff engagement regarding new ways of integrated working across the locality to ensure that the required cultural change is embedded	Darren Knight	Su Long		£ 66,667		
Technology Enabled Care	2.1	Training and Development	Development programme for health and care staff on the use of technology enabled care in service design - to ensure that its capabilities are fully used and embedded in new services	Grace Birch	Annette Walker		£ 80,000		
	2.2	Telehealth	Developing new and enhancing existing TEC solutions in health and social care in Bolton. The evidence base strongly suggests that the use of TEC when embedded in pathways and delivered by trained and knowledgeable staff can make a significant difference to patient/user experience, quality of life and can deliver financial efficiencies. Projects include remote monitoring of LTCs in people's homes and introducing the use of telecare for adults with LD in supported living	Martin Heuter	Annette Walker		£ 140,000		

Programme	Scheme Reference	Project	Project Description	Project Lead	Executive Sponsor	RAG Rating	Scheme Value 17/18	Agreed by SSTB	Approved by HWB Exec
	2.1	Other Telehealth/care schemes		Martin Heuter	Annette Walker		£ 155,075		
Programme Assurance and Delivery	4.1, 4.2, 4.3, 4.4, 14.2 & 14.3	Includes integrated commissioning and development of LCO	Support for the design and development of integrated commissioning across the locality and the Local Care Organisation - including technical advice as required and an underpinning organisational development programme to ensure the cultural change is embedded	Melissa Laskey	Melissa Laskey		£ 2,026,136		
Estates	8.1 & 8.7	Estates: various schemes	A range of schemes to dispose of unrequired buildings, make better use of existing capacity and ensure fit for purpose estate across the whole locality	Steve Tyldesley	Annette Walker		0		
Workforce	14.5	International Recruitment	International recruitment of 75 nurses to fill vacancies across the FT - to enable high quality care to be consistently delivered, reduce agency and locum expenditure and ensure safe and appropriate staffing of wards	Mark Wilkinson	Su Long		£ 1,200,000		
	14.1	Remaining workforce projects	Schemes include: the training and development of the new workforce required, organisational development, double-running costs and educational programmes	Melissa Surgey	Su Long		£ 350,000		

Programme	Scheme Reference	Project	Project Description	Project Lead	Executive Sponsor	RAG Rating	Scheme Value 17/18	Agreed by SSTB	Approved by HWB Exec
Total							£ 12,941,175		
of which are approved							£ 8,216,701		