



**REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –  
19 DECEMBER 2017**

**REPORT ON: TRANSFORMATION PROGRAMME UPDATE REPORT**

**REPORT BY: CHIEF OFFICER**

**REPORT NO: DIJB56-2017**

**1.0 PURPOSE OF REPORT**

This report provides Dundee Integration Joint Board with an update of Dundee Health and Social Care Partnership's Transformation Programme.

**2.0 RECOMMENDATIONS**

It is recommended that the Integration Joint Board (IJB):

- 2.1 Notes the content of this report, the progress to date of the Transformation Programme and the planned next phases of development.

**3.0 FINANCIAL IMPLICATIONS**

- 3.1 The value of the funding set against Dundee Health and Social Care Partnership's Transformation Programme is £14.943m and consists of additional Scottish Government funding provided over recent years to support the integration of health and social care services, to implement national policy in relation to social care and to support the transformation of services.

- 3.2 The Transformation efficiency programme for 2017/18 of £5.65m was agreed by Dundee IJB at its meeting on 27th March 2017 (Report DIJB9-2017) in order to deliver a balanced integrated budget. Actual performance against this programme is reflected within the financial monitoring position of the partnership as reported at each IJB meeting.

**4.0 MAIN TEXT**

**4.1 Background**

- 4.1.1 Dundee Integration Joint Board approved Report DIJB15-2016 – Planning for Additional Resources at its meeting on 4th May 2016. This report outlined the scale and range of additional funding provided by the Scottish Government to support organisational change and to meet the challenges of increasing demographic pressures within health and social care. This funding was further described as being a key element to the delivery of the Strategic and Commissioning Plan in Report DIJB39-2016 – Transformation Programme which was approved at the IJB in August 2016 through providing the opportunity for Dundee Health and Social Care Partnership to carry out significant tests of change.
- 4.1.2 The IJB approved a further range of investments in tests of change to support the delivery of the Strategic and Commissioning Plan at its meeting on 25<sup>th</sup> October 2016 (Report DIJB50-2016 – Transformation Programme – Additional Innovation and Development Fund Investment)
- 4.1.3 As part of the overall Transformation Programme a range of efficiency savings to the value of £5.65m were agreed by the IJB in order to agree a balanced integrated budget for 2017/18 at the IJB's meeting on 27th March 2017. This combined suite of investment programme,

service redesign opportunities and service efficiency savings is known as the Transformation Programme.

## **4.2 Updated Position - Governance**

- 4.2.1 In order to provide a governance structure to oversee, support and ensure the delivery of the overall Transformation Programme, a Transformation Delivery Group has been established. This group brings together all the key strategic and operational leads responsible for the delivery of significant change in the health and social care system including the voluntary sector and staff side / trade union representation.

The Transformation Delivery Group works with a range of key partners to:

- embed both the ethos of and principles of personalisation into the approach taken to engage and support our citizens and carers
  - deliver on the challenges ahead, including increasing the quality and experience of those who access our services
  - reduce inequalities
  - provide better outcomes for our people/citizens and
  - deliver the business of the Health and Social Care Partnership within the resources available to the Integration Joint Board.
- 4.2.2 The Transformation Delivery Group will report to the Performance and Audit Committee and when required to the Integrated Strategic Planning Group and the Dundee Integration Joint Board. It will ensure that the Transformation Programme is driven by the Dundee Strategic Plan and the Dundee City Plan and ensure that programme change leads are adequately supported in their work to deliver on the transformation programme. Ultimately the Transformation Delivery Group provides an agreed layer of scrutiny and assurance to the IJB and Integrated Strategic Planning Group by monitoring the delivery of the change programmes endorsed through the Dundee Integration Joint Board. The success of the Transformation Programme will be measured against achieving the vision and strategic priorities set out in the Strategic and Commissioning Plan 2016-2021.

## **4.3 Transformation Investment Programme**

- 4.3.1 A summary of the Transformation Investment Programme is set out in Appendix 1. A number of tests of change have previously been evaluated as making significant improvement to services in terms of alternative health and social care pathways with better outcomes, building service and community capacity and demonstrating an early intervention and preventative approach and have now been mainstreamed.
- 4.3.2 A further range of projects had previously been provided with funding until March 2018 and these will be evaluated by January 2018 to determine whether they are contributing to the strategic priorities in a positive way and if so, identifying what the sustainable funding opportunities will be to support these in future. However this will be set against an anticipated challenging financial settlement for 2018/19. A further report will be brought back to the IJB before the beginning of the 2018/19 financial year outlining these proposals.
- 4.3.3 Other elements of additional Scottish Government funding have been applied against the impact of national policy directives such as the implementation of the living wage for all adult social care workers, implement changes to charging for social care services (to benefit service users), preparations for the implementation of the Carers Act and to expand social care provision. In addition, an element of this funding has been applied to support the Reshaping Care for Older People strategy as agreed by the IJB at its meeting on 31 October 2017 (Report DIJB37/2017 – Proposed Model for Care for Older People). This includes a reliance on carry forward of unallocated transformation change funds from previous years to transition to the new Dundee Enhanced Community Support and Acute model of integrated care, therefore maintaining the level and purpose of these change funds as set out within the IJB's reserves is essential.

## **4.4 Transformation Efficiency Programme**

- 4.4.1 As outlined in the financial monitoring report on this agenda (Item 14 : Report DIJB50 – 2017), with the exception of the prescribing budget and net effect of hosted services, Dundee Health

and Social Care Partnership's operational budget is projected to break-even by the end of this financial year. While this is primarily down to the delivery of the planned transformation efficiency savings, a number of these have not been delivered as intended due to various factors however a range of other compensatory efficiencies have been achieved during the year to mitigate the effect of this shortfall. The detail of this is described in Appendix 2.

4.4.2 This efficiency programme will continue to progress throughout 2017/18 with a further programme for 2018/19 and beyond to be developed and discussed with the IJB prior to the start of the new financial year.

## 5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Equality Impact Assessment. There are no major issues.

## 6.0 RISK ASSESSMENT

<b>Risk 1 Description</b>	Risk that the Transformation Programme does not deliver the agreed range of service redesign investment and efficiency proposals necessary to deliver better outcomes for the citizens of Dundee within the available resources.
<b>Risk Category</b>	Financial
<b>Inherent Risk Level</b>	20 - Extreme
<b>Mitigating Actions</b> (including timescales and resources )	Transformation Delivery Group in place to govern, monitor and drive Transformation Programme.
<b>Residual Risk Level</b>	15 - Extreme
<b>Planned Risk Level</b>	12 - High
<b>Approval recommendation</b>	Given the level of inherent risk is partly mitigated by the actions being undertaken and impacted by a range of factors it is recommended that the level of risk is accepted.

## 7.0 CONSULTATIONS

The Chief Officer and the Clerk were consulted in the preparation of this report.

## 8.0 BACKGROUND PAPERS

None.

Dave Berry  
Chief Finance Officer

28 November 2017



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**Appendix 1**

<b>Additional Scottish Government Funding</b>	<b>Fund Value 2017/18</b>	<b>Less: Commitments</b>	<b>Net Residual Funding 2017/18</b>	
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>Comments</b>
<b>Health &amp; Social Care Integration Fund (Allocated 2016/17)</b>				
- 1st Tranche (Partnership Funding)	3,830	-3,830	0	Funding allocated to mainstream successful tests of change and to support roll out of Dundee Enhanced Community Support & Acute Model
- 2nd Tranche (Living Wage / LA Pressures)	3,830	-3,830	0	Funding fully allocated to support the introduction of the living wage for all adult social care workers, changes to charging and to support local authority pressures in 2016/17 as set out by the Scottish Government.
<b>Additional Social Care Investment Funding 2017/18</b>	3,253	-3,253	0	Funding fully allocated to support the full year effect of living wage, 2017/18 living wage increase, sleepovers further changes to charging, Carers Act pre-implementation and social care investment
<b>Integrated Care Fund*</b>	3,100	-3,338	-238	Planned use of Carry Forward from previous years to support over commitment in future years
<b>Delayed Discharge Fund</b>	930	-930	0	
<b>Total</b>	14,943	-15,181	-238	

<b><u>Additional Scottish Government Funding</u></b>	<b>Fund Value 2017/18</b>			
	<b>£'000s</b>			
* Integrated Care Fund Investment Detail				
-				
1. Community Capacity Building	505			
2. Early Intervention/Prevention	152			
3. Protecting People	176			
4. Carers	146			
5. Community Assessment Model	912			
6. Models of Care	722			
7. Workforce Development/Engagement	171			
8. Community Rehabilitation Models	511			
9. Independent Sector	43			
	3,338			

## Dundee Health &amp; Social Care Partnership Transformation Programme

Primary IJB Strategic Plan Priority	Transformation Project Description	2017/18 Estimated Efficiency £000	2017/18 Saving Achieved	Additional Information
<b>Managing our Resources Effectively:</b>				
	<i>Re-modelling of Dundee City Council's Home Care Service</i>	250	0	Discussions progressing with staff and Trade Unions re the most appropriate model of service provision
	<i>Integrated Management &amp; Support Savings</i>	135	135	
	<i>Developing a flexible, responsive and modernised workforce</i>	1,496	1,496	Additional unplanned, non-recurring efficiencies achieved through staff turnover to offset other delivery programme areas not being achieved
	<i>Implement agreed Joint Equipment Store arrangements with Angus Health &amp; Social Care Partnership</i>	30	30	
	<i>Review of Resource Transfer Commitments</i>	75	75	.
	<i>Reduce allocations for demographic growth and Strategic Planning Bridging Finance as set out in the Transformation Programme</i>	750	750	
	<b>Total Managing our Resources Effectively</b>	<b>2,736</b>	<b>2,486</b>	
<b>Changing Models of Support/Pathways of</b>				

Primary IJB Strategic Plan Priority	Transformation Project Description	2017/18 Estimated Efficiency £000	2017/18 Saving Achieved	Additional Information
<b>Care:</b>				
	<i>Remodel Housing Support to move to Amenity Housing Provision (retain very sheltered housing models of care)</i>	90	90	
	<i>Impact of Minor Service Redesign Programmes (Joint Equipment Store, Community Nursing, Neuro Rehabilitation Services)</i>	34	34	
	<b>Total Models of Support/Pathways of Care</b>	<b>124</b>	<b>124</b>	
<b>Other: Managing our Resources Effectively, Changing Models of Support/Pathways of Care, Early Intervention/Prevention:</b>				
	<i>Strategic Commissioning – Implementation of range of interventions identified by client specific strategic planning groups</i>	1,065	1,065	
	<i>Impact of Unscheduled Care Programme on Reducing Large Hospital Set Aside Less: Transitional Funding</i>	1,500		Saving not effected as part of Dundee IJB's response to deliver a recovery action plan as requested by NHS Tayside (as noted within Financial Monitoring Report DIJB50-2017)



Primary IJB Strategic Plan Priority	Transformation Project Description	2017/18 Estimated Efficiency £000	2017/18 Saving Achieved	Additional Information
	<i>Net Saving</i>	(1,000)		
		500	n/a	
	<b>Total Other</b>	<b>1,565</b>	<b>1,065</b>	
	<b>Total Transformation Workstreams Managed Directly by Dundee Health &amp; Social Care Partnership</b>	<b>4,425</b>	<b>3,675</b>	
<b>Managing Our Resources Effectively</b>	<b>Draw Down from NHS Tayside's Transformation Programme (including procurement, workforce, repatriation, service redesign, operational efficiencies)</b>	1,140		Savings embedded in operational activity through for example staff rota management, more efficient purchasing of services. These have not been separately quantified within Dundee IJB delegated services.
	<b>Other Non-Recurring Operational Savings</b>	<b>0</b>	<b>1,890</b>	Range of non-recurring savings across health and social care budgets achieved to offset non-achievement of planned efficiency savings initiatives. Figure includes savings from NHS Transformation Programme draw down as noted above but not quantifiable.
	<b>Total Dundee Transformation Programme Workstreams</b>	<b>5,565</b>	<b>5,565</b>	

