



**REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –  
30 AUGUST 2016**

**REPORT ON: TRANSFORMATION PROGRAMME**

**REPORT BY: CHIEF FINANCE OFFICER**

**REPORT NO: DIJB39-2016**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to provide the Integration Joint Board with an overview of Dundee Health and Social Care Partnership's Transformation Programme and to outline how this directly connects with the Partnership's Strategic and Commissioning Plan.

## **2.0 RECOMMENDATIONS**

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

- 2.1 Notes the detail of Dundee Health and Social Care Partnership's Transformation Programme and how this links directly with the actions reflected in the Strategic and Commissioning Plan.
- 2.2 Instructs the Chief Finance Officer to report progress in achieving the Transformation Programme through the financial monitoring process.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The value of the delegated budget from NHS Tayside (NHST) and Dundee City Council (DCC) is approximately £249m (inclusive of Large Hospital Set Aside.) The delegated budget for NHST has an associated savings target of £2.7m, a specific savings target for prescribing of £1.8m and a cost containment target of £0.6m. The delegated budget for DCC includes identified efficiency savings totalling £3.5m. Dundee Health & Social Care Partnership's Transformation Programme consists of these efficiencies and initiatives developed from within NHST's overarching Transformation Programme to be managed directly by DHSCP to the value of £1.8m. A further £1.2m of efficiency initiatives will be progressed under the leadership of NHST as part of a Transformation collaborative between NHST and the three Tayside Integration Joint Boards. In addition, the delivery of identified savings associated with the prescribing budget of £0.5m will be lead by NHST.

The overall Partnership's Transformation Programme includes additional Scottish Government investment of £7.76m to support change within health and social care services.

## **4.0 MAIN TEXT**

### **4.1 Background**

4.1.1 Dundee Health and Social Care Partnership's (DHSCP) Strategic and Commissioning Plan sets out a range of actions to support the Partnership's ambition to improve health and social care services and improve outcomes for individuals within Dundee. These actions will be delivered within arguably the most challenging financial environment that partner bodies have faced in recent years as a result of continued tight public sector finances. The Financial Framework reflected in the Strategic and Commissioning Plan sets out these challenges and recognises that in terms of financial planning over the period of the Plan, resources delegated from Dundee City Council (DCC) and NHS Tayside (NHST) would be impacted upon through

anticipated levels of government funding, future cost pressures and resultant efficiency targets.

- 4.1.2 The Financial Framework also highlights that in developing financial plans for each of the individual care groups based on current and estimated future resources, and set against demographic and other service pressures, a gap is anticipated between the availability of resources and anticipated resource requirements should there be no or limited change to service delivery models. In order to reduce that gap it was recognised that a number of interventions would be required which would be consistent with the aims and priorities set out in the Strategic and Commissioning Plan. The nature of these interventions fall within the themes of policy changes, models of support, maximising resources and early intervention and prevention. These interventions fit clearly with the strategic priorities, directly through managing our resources effectively, changed models of support/pathways of care, early intervention/prevention, with the priorities of delivering person centred care, building capacity, tackling health inequalities, supporting carers and focussing on localities underpinning these interventions.
- 4.1.3 The 2016/17 budget setting process for DCC and NHST reflected the scale of these financial challenges for all council and NHS services. In order to achieve a balanced budget, both organisations have been required to consider and implement large scale efficiency savings plans through their respective service transformation programmes (Changing for the Future for DCC and NHST's developing Transformation Programme). These programmes naturally have an impact on services delegated to the Integration Joint Board, the combination of which leads to the development of DHSCP's own Transformation Programme.
- 4.1.4 DHSCP's Transformation Programme has been developed through drawing down a range of projects set out within these overarching transformation programmes and initiatives developed by operational managers to improve service efficiencies, including recognising the opportunities of more integrated ways of working and the thematic interventions noted in 4.1.2 above. The detail of this Transformation Programme is set out in Appendix 1 and summarised against the relevant primary Strategic and Commissioning Plan priorities in the table below:

<b>Primary Strategic and Commissioning Plan Priority</b>	<b>2016/17 Estimated Efficiency £000</b>	<b>2017/18 Estimated Efficiency £000</b>
<b>Workstreams Managed by DHSCP:</b>		
Early Intervention & Prevention	250	250
Managing our Resources Effectively	3,748	3,993
Changed Models of Support/Pathways of Care	284	564
Combination of Priorities	1,077	1,064
<b>Total Managed by DHSCP</b>	<b>5,359</b>	<b>5,871</b>
Collaborative Approach Lead by NHST*		
Managing our Resources Effectively	1,752	1,752
<b>Total Transformation Programme</b>	<b>7,111</b>	<b>7,623</b>

\*includes prescribing

- 4.1.5 This summary emphasises the importance of ensuring that the resources delegated to DHSCP are managed as effectively as possible at this early stage of the Strategic and Commissioning Plan's maturity. Through assessing how best existing resources can be used and minimising waste, capacity to deliver front line services can be protected or enhanced. While this will remain a fundamental feature of the approach to resource deployment in the future, as the Strategic and Commissioning Plan matures, the Transformation Programme will

start to facilitate shifts in resources which are even more closely aligned to the other strategic priorities.

- 4.1.6 The Transformation Programme also includes the additional investment to support change in integrated services. Dundee Integration Joint Board approved a programme of investment of additional Scottish Government funding to support health and social care partnerships to effect change as set out in report DIJB15-2016 (Planning for Additional Resources) at its meeting on 4th May 2016 (Integrated Care Fund, Delayed Discharge Funding and Integration Funding.) This investment directly reflects the ambitions described within the Strategic and Commissioning Plan and provides the resource to implement a number of the actions within the plan. The resource package totals £7.76m per annum for 2016/17 and 2017/18 (excluding carry forward of resources) with funding set aside for demographic growth, bridging finance to effect aspects of the Strategic and Commissioning Plan and seasonal pressures. Of the balance, the investment in Strategic and Commissioning Plan priorities is noted as follows:

<b>Strategic and Commissioning Plan Priority</b>	<b>Investment Proposals 2016/17 £000</b>	<b>Investment Proposals 2017/18 £000</b>
Health Inequalities	63	523
Early Intervention/Prevention	2,110	1,907
Person Centred Care & Support	46	-
Carers	245	249
Localities & Engaging with Communities	278	283
Building Capacity	401	361
Changed Models of Support, Pathways of Care	2,035	1,669
Managing Our Resources Effectively	50	25
Provision for Further Projects	617	1,396
<b>Total</b>	<b>5,844</b>	<b>6,412</b>

- 4.1.7 This investment plan provides the opportunity for DHSCP to carry out significant tests of change and starts to create the conditions to enable shifts in the wider delegated resources, including the Large Hospital Set aside, to be made in order to deliver significant change. The investment plan also sets out the partnership's intention to invest in priority areas such as tackling health inequalities, developing localities and engaging with communities, investment in services for carers and building the capacity and resilience of local communities.
- 4.1.8 Given the scale and importance of the overall Transformation Programme in the delivery of the Strategic and Commissioning Plan as outlined in this report, it is essential that the actions identified are owned by the relevant operational managers and monitored closely. Governance arrangements have already been agreed for the investment of the additional Scottish Government funding directed towards IJB's with the Integrated Strategic Planning Group taking overall responsibility for reporting on the performance against the objectives of the Strategic and Commissioning Plan. In order to ensure that the overall Transformation Programme is implemented as planned, a separate officer Transformation monitoring group will be created which will complement but not duplicate the other monitoring arrangements already in place. This group will include a range of service based representatives and staff side and Union representation and will provide the Audit and Performance Committee with progress reports at a more detailed level.

## **5.0 POLICY IMPLICATIONS**

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

## **6.0 CONSULTATIONS**

The Chief Officer, NHS Tayside's Director of Finance and Dundee City Council's Executive Director of Corporate Services were consulted in the preparation of this report.

**7.0 BACKGROUND PAPERS**

None.

**Dave Berry**  
**Chief Finance Officer**

**DATE: 5<sup>th</sup> August 2016**

## DUNDEE HEALTH &amp; SOCIAL CARE PARTNERSHIP TRANSFORMATION PROGRAMME

Primary IJB Strategic Plan Priority	Transformation Project Description	Other Associated Strategic Plan Priorities	2016/17 Estimated Efficiency £000	2017/18 Estimated Efficiency £000
<b>Early Intervention &amp; Prevention:</b>				
	Investment of Partnership Funds to support additional social care at home provision	Person Centred Care	250	250
	<b>Total Early Intervention &amp; Prevention</b>		<b>250</b>	<b>250</b>
<b>Managing our Resources Effectively:</b>				
	Re-modelling of Dundee City Council's Home Care Service	Person Centred Care, Changing Models of Support/Pathways of Care, Building Capacity	250	500
	Integrated Management & Support Savings	Changing Models of Support/Pathways of Care	130	196
	Cost pressures met from Additional Scottish Government Funding (as agreed between DCC/COSLA & SGovt)	-	2,115	2,115
	Improved Procurement of Supplies and Services	-	21	21
	Developing a more flexible, responsive and modernised workforce	Changing Models of Support/Pathways of Care	1,003	906
	Implement agreed Joint Equipment Store arrangements with Angus Health & Social Care Partnership	Changing Models of Support/Pathways of Care, Early Intervention and Prevention	24	50
	Review of Resource Transfer Commitments	-	75	75
	More efficient use of Non-Staff Budgets	-	130	130
	<b>Total Managing Our Resources Effectively</b>		<b>3,748</b>	<b>3,993</b>
<b>Changing Models of Support/Pathways of Care :</b>				

	Redesign of Medicine for the Elderly Service in Royal Victoria Hospital	Managing our Resources Effectively, Building Capacity	269	532
	Improved use of community nursing and GP resource to support homeless population	Managing our Resources Effectively, Building Capacity	10	10
	Redesign of Neuro Rehabilitation Services as part of the Reshaping Non Acute Care Programme.	Managing our Resources Effectively	5	22
	<b>Total Models of Support/Pathways of Care</b>		<b>284</b>	<b>564</b>
<b>Other : Managing our Resources Effectively, Changing Models of Support/Pathways of Care, Early Intervention/Prevention :</b>				
	Strategic Commissioning - Implementation of range of Interventions identified by client specific strategic planning groups	Person Centred Care, Building Capacity, Health Inequalities	1,077	1,064
	<b>Total Other</b>		<b>1,077</b>	<b>1,064</b>
	<b>Total Transformation Workstreams Managed Directly by Dundee Health &amp; Social Care Partnership</b>		<b>5,359</b>	<b>5,871</b>
	<b>Transformation Collaborative Lead by NHS Tayside</b>			
<b>Managing our Resources Effectively:</b>				
	Facilities & Estates - Share of Local and National Initiatives	-	74	74
	Better Buying & Procurement - Share of Local and National Initiatives	-	65	65
	Workforce - Share of Local and National Initiatives	Changing Models of Support/Pathways of Care	630	630
	Realistic Medicine - Delivery of clinical strategies	Changing Models of Support/Pathways of Care	373	373

	Repatriation - Share of Local and National Initiatives	Changing Models of Support/Pathways of Care, Building Capacity	56	56
	Operational Efficiencies - Share of Local and National Initiatives	-	37	37
	<b>Total Transformation Collaborative Lead by NHS Tayside</b>		<b>1,235</b>	<b>1,235</b>
	<b>Total Dundee Transformation Programme Workstreams</b>		<b>6,594</b>	<b>7,106</b>
	Total Efficiency Savings Target		6,244	6,527
	Total Cost Containment Target (NHS Resources)		603	603
	<b>Total Anticipated Cost Reduction Target</b>		<b>6,847</b>	<b>n/a</b>
	<b>Anticipated Shortfall in Resources</b>		<b>253</b>	<b>n/a</b>
	<b>For Noting:</b>			
	<b>Prescribing Budget - Lead by NHS Tayside</b>			
	<i>Prescribing efficiencies proposals</i>		517	517
	<i>Prescribing Resources - Efficiency Savings Target</i>		1,846	1,846
	<b>Anticipated Shortfall in Prescribing Resources</b>		<b>1,329</b>	<b>n/a</b>