

NHS Greater Glasgow & Clyde

NHS Board Meeting

19th February 2019

Dr Jennifer L Armstrong, Medical Director
Mr Jonathan Best, Chief Operating Officer



Paper No: 19/06

MOVING FORWARD TOGETHER: PROGRAMME UPDATE

Recommendation:-

The Board is asked to:

- Note that an update on MFT has been provided to the F&P Committee on the 5th February 2019.
- Note the attached progress update made toward implementing the Moving Forward Together Blueprint for the Future Delivery of Health and Social Care approved by the NHSGGC Board on 26th June 2018.

Purpose of Paper:-

To update the Board on the progress made during the implementation phase of the MFT Programme.

Key Issues to be considered:-

- The requirement to transform services to ensure sustainable, high quality care.
- The requirement for GGC to ensure that the MFT implementation plan is in line with the National Clinical Strategy and the National Health and Social Care Delivery Plan.
- The need to deliver at pace.

Any Patient Safety /Patient Experience Issues:-

MFT is designed to improve the quality of care and experience.

Any Financial Implications from this Paper:-

A financial framework to support MFT is being developed.

Any Staffing Implications from this Paper:-

No immediate issues.

Any Equality Implications from this Paper:-

No issues.

Any Health Inequalities Implications from this Paper:-

Work will focus on ensuring all opportunity is taken to reduce inequalities, in line with the Public Health Strategy - Turning the Tide, and contribute to GGC's delivery of improved health equality overall.

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome:-

Not appropriate at this stage.

Highlight the Corporate Plan priorities to which your paper relates:-

Develop a new five year Transformational Plan for the NHS Board working in partnership with other key stakeholders and taking cognisance of the key local regional and national strategies, including the Health and Social Care Delivery Plan

Author – Rachel Fishlock

Date – 5 February 2019

MOVING FORWARD TOGETHER: IMPLEMENTATION PHASE UPDATE

1.0 Summary

Since the last update to the Board in December 2018 the Programme has had a number of areas of focus

- The refinement of the Programme senior leadership reflecting changes in the senior leadership of the organisation
- The ongoing development of workstream management groups for each of the 6 workstreams, incorporating changes in the senior leadership team
- The coming together of a Programme Management Office team to support the Programme Director
- The ongoing development and delivery of the Communications and Engagement Framework, with locality and staff engagement now underway across GGC. An update is provided in section 6 of the paper
- NHSGGC Finance and Performance Committee were provided a detailed update on progress on 5th February 2019

2.0 The Programme Board

The Programme Board continues to meet on a monthly basis. The focus will now move from establishing the governance arrangements and communications and engagement plans to the consideration of a series of project plans, which will drive a range of options to deliver the benefits laid down in the blueprint. The Programme Board will be responsible for reviewing the options associated with the changes and taking a whole system view prior to the progression through the governance process, the next stage of which is progression to CMT for endorsement.

3.0 The Executive Group

The MFT Executive Group, led by the Programme Director, have met frequently since the first meeting on 12 October 2018, both as a group and through a series of individual work stream meetings and discussions with the Programme Director. The work streams have identified the first 3 focus areas from which they will develop cases for change, with particular emphasis on designing new clinically driven models which bring the benefit of sustainable, high quality patient care through the agreed MFT Programme structure.

The focus areas are detailed below for information. As members will know, they were presented to and endorsed by the Board on 18th December 2018.

Work Stream	Priority Projects	
	Title	Outline Description
Planned Care	OP Transformation	Focus on reducing the number of OP attendances in hospital via changes to referral criteria, review of practices, the use of attend anywhere and self monitoring post treatment.
	Maximisation of Community Health Centres	Focus on providing OP consultations and follow up in a community health centre rather than an acute hospital and taking advantage of new HC developments to transform
	Diagnostic One Stop Shop Model	Development of one stop shop specialist diagnostic services for clinically appropriate pathways at single centres of excellence in each sector
Unscheduled Care	ED Redirection and Alternatives to ED Attendance	Focus on providing and utilising the alternatives to ED attendance in the community and supporting people to self care
	Support to and interface with Care Homes	Focus on anticipatory and preventative interventions in care homes as to avoid hospital
	OOH Provision	Take forward the recommendations of the OOH review and establishment of the OOH Resource Hub Model
	Management of Frequent ED Attendees	Focus on developing local processes to support these people appropriately in the community or at home in order to prevent avoidable attendance at ED
Local Care	Long Term Condition Management	Testing the principles of self care, supported self care and remote self management, using Diabetes as a case example with a future roll out to other LTC Self management and use of technology
	Palliative and end of life care	A comprehensive cross system review of palliative care and end of life care in primary community and hospital facilities
	Self Management Health Literacy and Technology	A comprehensive cross system programme provided support and education to enable people to manage their own conditions and to utilise the opportunities presented by the use of self monitoring technologies
	Anticipatory Care Planning	The expansion of anticipatory care planning across the system via a joined up shared care plan for people maintained by the team across primary community and secondary care.

Work Stream	Priority Projects	
	Title	Outline Description
Mental Health	Unscheduled Mental Health Care	Implementation of the unscheduled care review developed as part of the MH strategy, working in partnership especially with EDs, Primary Care OOH and community alternatives. Effective use of "Action 15" funding to meet patient need and support wider system.
	Mental Health in Primary Care	Work plans developed as part of the MH Strategy and Primary Care Improvement Plans need to align; redesign with a particular focus on responding to "stress and distress" as well as clinical conditions.
Older People's Care	Community Intensive Supports	Testing the emerging model for the maximisation of intensive community base support including geriatrician outreach into communities and use of frailty practitioners. A move to providing support and administering care in people's homes or in care homes
	Early Identification of Preventative Frailty	A population health and intelligence based approach to risk identification through risk stratification using frailty tools for anticipatory care to prevent avoidable admissions and promote community based care
	Dementia Framework	An examination of new approaches to delivering dementia care as an alternative to inpatient care with an investment in community based facilities or using existing community facilities and infrastructure to provide locality based care.
West of Scotland	Development of a comprehensive Cancer Strategy of WoS	Work with WoS colleagues to develop a surgical, other specialist treatment and radiotherapy strategy which together with the extant SACT Strategy provides a clear vision for all cancer services across WoS and provides context for the future configuration of the BWOSCC.
	Neuroscience Services	A comprehensive review of Neurosciences to develop a strategic plan including the development of a tiered model of care for Neurology which can be applied across all NHS Boards. The development of a new service for Interventional Neuroradiology including Stroke Thrombectomy,
	Regional Paediatric Services	Work to be developed to take forward the Best Start Strategy in GGC and across WOS and examination of other regional paediatric services

4.0 The Workstreams

Following identification of the focus areas, the workstreams have developed a number of Project Initiation Documents, detailing focused cases for change. These have been submitted to the MFT Executive Group for consideration and will be supported by a brief presentation, following which discussion will take place to ensure coordination and identification of any potential unintended consequences across the workstreams. The PID will then be prepared for submission to the Programme Board, before the project is further developed with the wider Workstream Reference Group, who will review the case for change and identified early options in the wider operational context of the whole system. The PID will then progress to the CMT for consideration prior to onward governance approval.

In addition to the above, the wider Workstream Reference Groups for each workstream will undertake series of sessions during February and March. These sessions will focus of the identification of further cases for change and coordination of existing projects and improvement work to ensure that clear governance, reporting and decision making structures are in place across the whole of the extended cross system scope of the workstream.

The suggested generic composition of the reference groups is detailed below:

Workstream Reference Group Membership

To be agreed by Workstream Lead

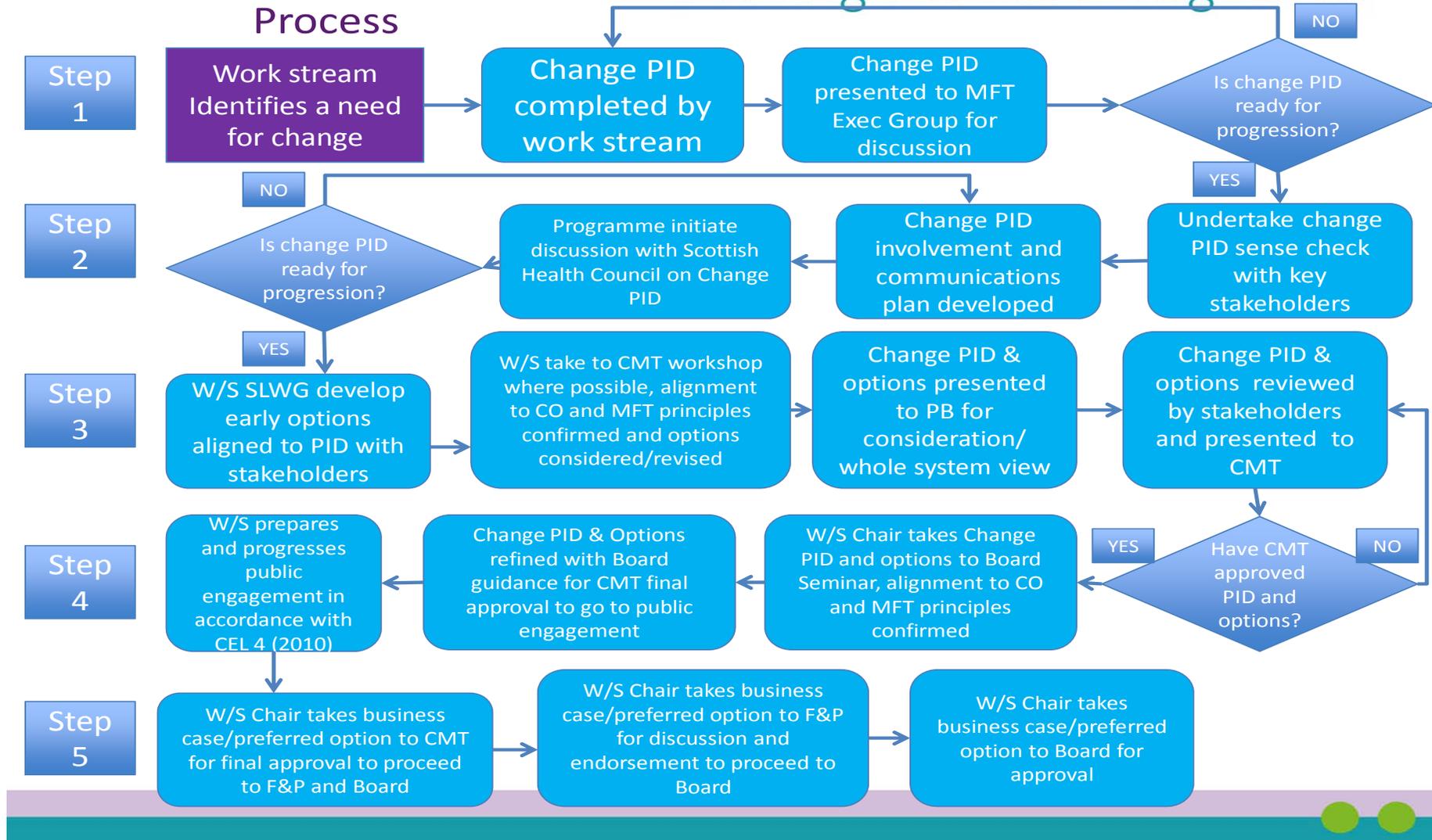
- | | |
|-----------------------------------|-------------------------------------|
| • Workstream Chair (PB/CMT) | • HSCP Head of Planning |
| • Deputy Chairs (Clinical Leader) | • HSCP Representatives |
| • Programme Management | • EHealth lead |
| • Acute Clinical Lead | • Workforce Lead |
| • GP Clinical Lead | • Capital Planning Lead |
| • Community Clinical Lead | • Finance Lead |
| • Diagnostics Lead | • Business Intelligence |
| • Pharmacy Lead | • Partnership Representative |
| • Nursing Lead | • Scottish Ambulance Service Lead |
| • AHP Lead | • NHS 24 Representative |
| • Acute Division General Managers | • Community Planning Representative |
| • Acute Head of Planning | • West of Scotland Planning |
| • Acute Planning Manager | |

5.0 Process for Change Proposals

At the Programme Board in January 2019, clarity was sought on the governance process for the progression of Projects/Cases for Change. Detailed below is the stepped process, which should be applied proportionately to ensure that NHSGGC meet all obligations in the development of service redesign and change programmes. This was approved in August 2018 by the CMT.

NHSGGC Service Change

Moving Forward Together.



6.0 External Stakeholder Communications & Engagement Update

6.1 Work Streams

- With priority areas agreed Communications and Public Involvement Leads will support Work Streams to develop proportionate Involvement and Communications plans that describe the approach and methods:
 - To hear from those potential affected by any redesign whilst improving awareness and understanding across wider stakeholders and public
 - Where appropriate demonstrate and evidence public involvement for external scrutiny and assurance purposes

6.2 Programme Stakeholder Reference Group

- A date is being sought for the Group to engage with Board and Programme senior leadership
- Membership continues to be developed to maximise geographic and demographic representation

6.3 External Engagement

a) HSCP Locality Engagement Events

- Working with HSCP colleagues to develop a series of locality engagement events to raise awareness of the Programme and have initial conversations about what matters most to people:

HSCP / Locality	Date	Time	Venue	MFT Lead Presenting	HSCP Lead Presenting
Renfrewshire	18/01/2019	09:30-12:20	Johnstone Town Hall	Jonathan Best	David Leese
West Dunbartonshire (Clydebank)	19/03/2019	09:30 to 12:30	Clydebank Town Hall	David Stewart	Beth Culshaw
West Dunbartonshire (Alexandria)	28/03/2019	AM	National Trust HQ Alexandria	Jonathan Best	Beth Culshaw
Inverclyde	25/03/2019	10:00-13:00	TBC	David Stewart	Louise Long
East Dunbartonshire HSCP (East)	05/04/2019	AM	TBC	Jonathan Best	Susan Manion
East Renfrewshire	TBC	TBC	TBC	TBC	TBC
Glasgow City	TBC	TBC	TBC	TBC	TBC

- Approach will be to describe MFT as GGC's strategic Vision for health and social care and demonstrate alignment with HSCP Strategic Plans:
 - Content will be developed based on the MFT Tiered Model of Care to describe the Programme's underlying principles and concepts for each level with HSCP examples used to illustrate any current / planned local activity aligned to this
- Format is a combination Presentations with Q&A and facilitated tabletop discussion for the following topics:

- i. Introduction / Context
 - a. MFT Vision
 - b. HSCP Strategic Plan
- ii. Tiered Model of Care
 - a. Patient at Home / Self Management
 - b. Community Network / Primary Care / Acute Outreach
 - c. Local Hospital Care / Special Community Care
 - d. Specialist Hospital Care
 - i. Cancer / SACT model or Trauma (dependent on status)
- iii. Facilitated tabletop discussion:
 - a. What matters most to people (developing new models of care)
 - b. How can we work together to meet challenges
- Executive Group have been asked to identify relevant experts from across the whole system to review content, contribute to and participate in sessions
- HSCP and NHSGGC communication channels will be used to promote sessions and PSRG are being asked to share across their networks

b) Community Engagement

- HSCP colleagues and PSRG have been asked to identify other local opportunities to present to community groups to raise awareness, develop links and have initial conversations about the Programme. This will be an ongoing process and to-date the following sessions have been undertaken / are planned:

Group / Session	Date	Time	Venue	Notes
North East Hub Development Engagement Session	09/01/2019	09:30-12:30	Reidvale Centre	45 people - professional and public representatives
Wheatly Housing: Registered Tenants Association	18/01/2019	09:30-12:20	Wheatley House	10 members of the public
Levern Community Council	31/01/2019	19:00-20:00	Priesthill Church Community Room	12 members of the public
Glasgow South Locality Engagement Forum	26/02/2019	10:30-12:30	TBC	
East Dunbartonshire Seniors Forum	28/02/2019	10:30-12:00	Park Centre Kirkintilloch	
Glasgow North West Locality Engagement Forum	21/03/2019	10:00-12:20	Church Street SW Offices	
Active Seniors / Knightwood Seniors Forum	TBC	TBC	TBC	

c) GGC Third Sector Event

- Work is underway to schedule a date for senior leadership to support, and contribute to, a GGC wide Third Sector Event.
- Planning with Work Streams and the Equalities and Human Rights Team will continue to ensure inclusiveness and accessibility.