Date: 31 March 2017

Subject: Report of the GM Transformation Portfolio Board

Report of: Nicky O’Connor, Chief Operating Officer, GMHSC Partnership

PURPOSE OF REPORT:

The purpose of this report is to summarise the business of the February Transformation Portfolio Board and outline the current progress, challenges and key risks of the Greater Manchester transformation portfolio and its constituent programmes at a locality and a GM level.

RECOMMENDATIONS:

The Strategic Partnership Board is asked to:

- Note the content of the report and key decisions / recommendations from the Board.
- Note the key milestones in section 3.3.2 and share amongst key stakeholder communities
- Note the key risks and issues highlighted through the Balanced Scorecard (s. 3.2.2) and highlight reporting (s.3.3.3) and recognise that these will form a key part of the overall GMHSC Partnership risk register and form part of the locality discussions taking place in Quarter 4.

CONTACT OFFICERS:

Nicky O’Connor, Chief Operating Officer, GMHSC Partnership
nicky.oconnor@nhs.net

Helen Ibbott, Assistant Director, GMHSC Partnership
helen.ibbott@nhs.net
1.0 PURPOSE

1.1. The purpose of this report is to summarise the business of the February Transformation Portfolio Board and outline the current progress, challenges and key risks of the Greater Manchester transformation portfolio and its constituent programmes at a locality and a GM level.

2.0 INTRODUCTION

2.1. The GM Transformation Portfolio

3.0 TRANSFORMATION PORTFOLIO – PROGRESS

3.1. Transformation metrics

3.1.1. The meeting considered a set of reports outlining progress, challenges, risks and key achievements for each of the programmes in terms of narrative and metrics:

- GM Balanced Scorecard – transformation metrics (see Balanced Scorecard as presented in the Performance update item)
- Transformation portfolio highlight report – February 2017

3.1.2. Some key areas to note are:
• Wigan locality have signed their Transformation Fund Investment Agreement at the February meeting of the Strategic Partnership Board

• Manchester locality has had the ISAP checkpoint 1 meeting on 21st February. The outcome letter has been issued and the locality is working with the Partnership team to address all of the agreed conditions of checkpoint 1.

3.2. GM Balanced Scorecard – transformation

3.2.1. Programmes complete the detail within the transformation section of the Balanced Scorecard on a monthly basis to inform the discussions at Transformation Portfolio Board and the wider system level discussion at Strategic Partnership Board Executive.

3.2.2. It should be acknowledged that teams in localities and across GM are working to ensure that the approach to implementation of all the Portfolio programmes is outlined with clear roles, responsibilities, timescales and then benefits to be realised. However, the returns from the programmes, and feedback from the localities at the Board, are highlighting some common themes that the Portfolio Board will consider and look to focus on:

• Governance and final strategies are in train to be agreed for GM work programmes of population health system reform, adult social care, medicines optimisation, GM acute clinical strategy (theme 3), theme 4, estates, workforce, diabetes, dementia and children’s. A number of these are progressing through the GM governance with clear timescales for delivery. Portfolio Board focus in March will be identifying where this is not the case and agreeing where and if support can be provided.

• Delivery plans are at various stages of development for all programmes. Portfolio Board focus in March will be identifying where support can be provided to the programmes.

• All the programmes are looking to develop benefits realisation plans, and this will be a priority for Q1 2017/18 following the recent PMO review (as outline in section 4.3 of this paper). The GM HSC Partnership and localities will work collaboratively to develop these plans.

• Four GM localities have yet to submit a proposal into the Transformation Fund process. All have received development funding to support continued development of their locality plans and plans are in place for 3 of the localities to submit proposals before the end of March.

3.3. Highlight report – key challenges and key achievements

3.3.1. Each programme within the portfolio completed a 1-side highlight report detailing key milestones, progress, challenges, risks and key achievements.
3.3.2. Key milestones to take place over the next few months are:

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<th>FEBRUARY</th>
<th>MARCH</th>
<th>APRIL</th>
<th>May</th>
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<td><em>Theme 2 - GM Primary Care Fusion Framework through GM governance</em>&lt;br&gt; <em>Theme 2 - Polo/CC development network meeting - 22/2/17</em>&lt;br&gt; <em>Theme 2 - GM clinical standards - draft changes to ADS</em>&lt;br&gt; <em>Theme 2 - Duodenal PLC transformation plan through the GM governance</em>&lt;br&gt; <em>Work on clinical plan underway focused on</em>&lt;br&gt; <em>Manchester – SAP epiconph 1</em>&lt;br&gt; <em>Stockport – SAP epiconph 1 and revised lead capturing live</em>&lt;br&gt; <em>Theme 3 (Healthier London) – TP proposal submitted</em>&lt;br&gt; <em>Theme 3 (Healthier London) – contract award</em>&lt;br&gt; <em>Theme 4 (NHS London) – meetings of Programme Board and Hospital Pharmacy plan to be approved</em>&lt;br&gt; <em>Theme 4 (NHS London) – strategic document to be produced</em>&lt;br&gt; <em>Mental Health – GM Suicide Strategy for approval</em>&lt;br&gt; <em>GM Workforce Programme principles and standards for approval</em>&lt;br&gt; <em>HMAT - Digital Collaborative established and initial digital activity assessment completed</em>&lt;br&gt; <em>HMAT Delivery Plan Workshop - 25/2/17</em>&lt;br&gt; <em>GM lead care management protocol was approved at end March meeting by 20/3/2017</em>&lt;br&gt; <em>Cancer – GM Cancer Plan is to be launched at JIC</em></td>
<td><em>Theme 3 – Submit Transformation Fund proposals around Oral Health, Smoking in Pregnancy, Focused Care and Nutrition &amp; Hydration</em>&lt;br&gt; <em>Rapid assurance review of the Theme 3 programmes to enable the development of a viable delivery plan</em>&lt;br&gt; <em>Theme 3 – Prioritisation of winter plans</em>&lt;br&gt; <em>Bury &amp; Rochdale – completion of: o Demand and financial modelling o Cost benefit analysis activity</em>&lt;br&gt; <em>Bury &amp; Rochdale – submit Transformation fund bid</em>&lt;br&gt; <em>Theme 3 – Vascular project to be initiated</em>&lt;br&gt; <em>HMCT – delegates digital fund process to operate fund submitted to Digital Collaborative Board</em>&lt;br&gt; <em>HMCT – Data Validation – implementation plan (subject to funding) submitted to area AIG</em>&lt;br&gt; <em>Workforce – locality workshops to refine local workforce plans</em>&lt;br&gt; <em>SDA Advocates conference 28/2 – 1/3</em>&lt;br&gt; <em>L&amp;D – GI response to new L&amp;D consultation to be submitted</em></td>
<td><em>Manchester – Single Commissioning Framework delivery of integration plans continuing with a view to MHC going live on 1/4/17</em>&lt;br&gt; <em>Wigan – IDS operational in shadow form</em>&lt;br&gt; <em>Theme 3 (Healthier Together) – commencement of high risk elective general surgery patients</em>&lt;br&gt; <em>Mental Health – Eating Disorders – stated services fully operational</em>&lt;br&gt; <em>3PHG paper on estates to be produced for April</em>&lt;br&gt; <em>ED – Older Care/Pathway workshop</em></td>
<td><em>Final version of GM Workforce strategy due May 2017</em></td>
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3.3.3. An analysis of the reports has outlined a set of key issues and risks for the TPB to consider and agree where to focus effort:

- **GMHSC Partnership access to capital funding** (Digital, estates) to support the implementation of programmes in localities and at a GM level.

- **Resourcing and capacity** within localities and at a GM level to plan and deliver programmes of change whilst balancing the delivery of operational business.

- **Public engagement and consultation** – ensuring that whilst working at pace, we are effectively and consistently engaging our residents and explaining proposed changes and outlining the risks and benefits.

- **Interdependency and critical path mapping** – whilst most of the programmes within the portfolio have been scoped and agreed with key milestones and plans to implement either agreed or in development, the significant risks or barriers to delivery (that result as a consequence of the level of interdependence between the programmes) is as yet not fully mapped.

- **Clarification** of the process for applications to the Transformation fund from GM level work programmes (transformation themes, enablers and cross-cutting programmes) along with the corresponding process to monitor delivery.
3.3.4. These will be incorporated into a transformation risk and issue log that the Board will consider and agree key actions for on a monthly basis. This risk and issue log will inform the development of the GMHSC Partnership risk register.

4.0 
**TRANSFORMATION PORTFOLIO – DECISIONS / RECOMMENDATIONS**

4.1. Transformation theme 5 – enabling reform – Workforce

4.1.1. The Transformation Portfolio Board considered an update on the workforce enabling programme of the transformation portfolio; specifically the development of a GM workforce strategy and workforce plans across GM.

4.1.2. The Board noted the update and confirmed that locality SROs would ensure appropriate attendance from each locality at the forthcoming workforce planning workshops.

4.2. Transformation theme 5 – enabling reform – IM&T

4.2.1. The Transformation Portfolio Board considered a substantive item on the IM&T enabling programme of the transformation portfolio. The item outlined the progress to date to agree a GM IM&T strategy (June 2016); establish a GM Digital Collaborative (November 2016) and agree a GM Digital Fund (in progress) focussed on a number of the key priorities of the strategy:

- Progress to share information through the Datawell system
- The development of a GM standard Wi-Fi access
- Development of a GM technical Design Authority
- The proposal of a GM Microsoft Office 365 Agreement
- Baseline analysis of the architecture in place across GM

4.2.2. The Board noted the update and requested a future discussion about Information Governance and the GM Connect work.

4.3. GM Portfolio Management Office review

4.3.1. The Board received the recommendations from the GM Portfolio Management Office review and noted the three priorities for the PMO to focus on over the next 3-6 months:

- Structured approach to planning and dependency management
- Robust approach to benefits management
- Establish management information and modelling regime to inform decision-making, resource allocation and risk management

4.3.2. The Board welcomed the review and the recommendations, noting the important role that a Portfolio Management Office will play in the delivery of programmes of reform. It was requested that the responsibilities of the GM Partnership team PMO are clarified and to ensure that interdependency and critical path mapping is prioritised.

5.0 TRANSFORMATION PORTFOLIO BOARD - MARCH

5.1. The March meeting of the Transformation Portfolio Board will consider:

- The GM Balanced Scorecard (transformation section), where timescales and next steps are unclear within the Portfolio and agree if, where and the type of support that is required;

- A transformation risk and issue log and agree the top 3 risks within the Transformation Portfolio and where the Board and our programme resource will look to focus over the next quarter.

- A joint item updating on the LCO development network and the work in the Tameside and Glossop locality to implement their plan following the receipt of Transformation Fund monies. This will be the first of a series of locality-based Portfolio Board items over the coming months.

- A detailed item on the Estates enabling work stream

6.0 RECOMMENDATIONS

6.1. The Strategic Partnership Board is asked to:

6.1.1. Note the content of the report and key decisions / recommendations from the Board.

6.1.2. Note the key milestones in section 3.3.2 and share amongst key stakeholder communities to ensure all are aware.

6.1.3. Note the key risks and issues highlighted through the Balanced Scorecard (s. 3.2.2) and highlight reporting (s.3.3.3) and recognise that these will form a key part of the overall GMHSC Partnership risk register.