



Paper No. SET/54/18	
	Tick One ✓
For discussion	
For approval	
For information/noting	✓

Date of Trust Board Meeting: 29th August 2018

Confidential or Public Agenda: Public

Agenda item: Update - HSC Transformation Process

1.0 Introduction

- On 8th May 2018, the Department of Health announced a series of initiatives being funded under the Health and Social Care transformation fund. Based on Health and Well-being 20:26 - Delivering Together.
- *Three overarching priorities:*
 - *Stabilisation;*
 - *Reconfiguration; and*
 - *Transformation.*
- £103m additional non-recurrent funding ring fenced by the Department of Health for transformation
 - £30m allocated to elective care waiting lists to support stabilisation of the system
 - £70m to take forward other transformational programmes.
- Transformation is now a key regional priority, and the Executive Management Team (EMT) will embrace the spirit, and promote the objectives of transformation over the next two years.
- While the operating processes in respect of transformation continue to take shape, the Executive Management Team (EMT) has been fully engaged in shaping local plans – driving the development of business cases, ensuring efficient review and approval processes, engaging with project leads/project owners to develop project plans and agreeing robust and effective risk management and monitoring arrangements.

Background information

- Regional partnership working and collaboration continues to guide transformation.
- Key groups established to map out plans:
 - Transformation Implementation Group (TIG),
 - Workforce and other working groups, Transformation Operational group (TOG).
- The workforce working group have classified projects based on workforce availability and recruitment readiness - prioritisation and sequencing of projects will be based on this.
- A Department of Health meeting with Directors of Planning and Human Resources has commenced the job of identifying projects which are 'ready to go' and the sequencing of these projects moving forward.

3.0 Brief summary of key points contained in the paper/s

- Work has been aligned to the transformation themes set out in "Delivering Together", and projects have been clustered into the following main *themes*:
 1. *Enhancing Support in Primary Care*
 2. *Workforce Implementation Strategy*
 3. *Reforming Community and Hospital Services including Mental Health Services*
 4. *Enablers*
 5. *Building Capacity in Communities and prevention and*
 6. *Elective Care – Waiting Lists*
- Whilst transformation presents a timely opportunity to drive forward the Trusts reform agenda, there are many challenges and risks which will require effective and robust planning, strong leadership and resilience to ensure the Trust moves forward with confidence and vigour.
- Executive Management Team (EMT) will ensure challenges and risks are given cognisance and planned for by senior management and business partners at each stage of programme development.
- The Trust will continue to engage with regional partners and key planning and governance structures such as Transformation Implementation Group (TIG), Transformation Operational Group (TOG), workforce working group, and regional Director Groups in order to ensure all necessary measures and

steps are taken to ensure success and avoid the risks of project failure or the destabilising of current services.

- Correspondence received from Director Finance, Health and Social Care Board 17/08/18 outlining “*any recurrent tails in relation to Transformation Fund projects beyond 2019/20 must be met from reductions in, and re-prioritisation of, expenditure from other areas (19/20 is conditional upon funding being made available*”. Trust is exploring implications of this with HSCB colleagues.

4.0 Recommendation/s for the Trust Board (please state if the paper/s is for information/noting or for approval by Board members)

- Moving forward monitoring transformation projects in respect of the financials, achievement of planned outcomes and potential workforce or displacement issues is of critical importance. Whilst Transformation Implementation Group (TIG) has drafted monitoring arrangements and requirements, the Trust will closely monitor each project as it moves through approvals and implementation phases.
- The management of risk in respect of transformation programmes is a key priority for Executive Management Team (EMT), at programme and corporate levels. Robust plans and approaches are being developed both locally and regionally to mitigate and control risks.

Lead Director: Ms Roisin Coulter

Designation: Director of Planning, Performance & Informatics

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