

Lancashire iBCF schemes planning progress October 2017

RAG rating:

Green is the project activity and spend is on track, evidence of impact especially on DToC can be seen

Amber is the project is in progress, there may be some slippage on spend and activity, however this is understood and overall delivery will still be achieved

Red is the project may not deliver in its current form, maybe the risks are too high or it is not deliverable for some reason, the spend will not be as planned

Fylde and Wyre CCG

G/ A/ R		Who is managing the planning for them?	What progress has been made?	When will they deliver identified activity?	If recruitment is required as part of the scheme delivery where is that up to?	What barriers have you encountered? What do you need help with?
G	CHC screening	Vic Crumbleholme	Operational roll-out plan in delivery	October 2017 – recruitment in progress	Temporary staff from end of September. Looking to recruit to time-limited contract ASAP.	
G	Care Home Trusted Assessor	Amanda Lomas	AL is liaising with care homes	November/December 2017	Lancashire Care Home Association have agreed in principle. JD agreed.	
G	Reablement	Vic Crumbleholme with BTH (BTH led) Kate Burgess was LCC lead but is no longer in post. New LCC lead needs to be identified.	Programme will require a lead-in period	From November 2017, depending on success of recruitment	Recruitment in progress via BTH	
A	Aligned social work personnel	Sarah Camplin (via Vic Crumbleholme) Kate Burgess was LCC lead but is no longer in post. New LCC lead needs to be identified.	Waiting for discussions with Kate Burgess (New LCC lead needs to be identified.)	Awaiting confirmation		

East Lancashire CCG

G/A/R		Who is managing the planning for them?	What progress has been made?	When will they deliver identified activity?	If recruitment is required as part of the scheme delivery where is that up to?	What barriers have you encountered? What do you need help with?
A	Multi-Disciplinary Discharge Team Support joined up leadership to ensure consistent and effective discharge pathways.	Alex Walker Programme Director for Urgent Care – EL and BwD CCG Alex.walker@eastlancscg.nhs.uk	No delivery plan in place as yet as recruitment required.	New Year 2018	Job description has been revised and is now with LCC HR for grading. Plan for the post to be advertised week commencing 06/11/17.	Review of role has been undertaken and agreement that initially the role is best placed overseeing integrated discharge pathways rather than directly managing teams, so JD has been revised. Agreed by all partners.
G	Home First Support delivery of discharge to assess to admit; facilitating step up and step down.	Alex Walker Programme Director for Urgent Care – EL and BwD CCG Alex.walker@eastlancscg.nhs.uk	<ul style="list-style-type: none"> - Elements of the delivery plan are detailed in the Pennine Lancashire A&E Delivery Board Plan on a Page and Intermediate Care Winter Project Plan - Pathway across East Lancashire and Blackburn with Darwen now agreed, but 2 weekly meeting to track operational implementation and refine approaches in 	<ul style="list-style-type: none"> - Now delivering in both areas of Pennine Lancs. - Plan to deliver 50+ cases a week by start of November 2017 <p>Current position of 25 cases a week being supported by HF (24/10/17) and case finding is</p>	Sign off of investment plan for iBCF on Home First now agreed fully across PL and recruitment processes underway.	

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			place. - Dataset to track outcomes has been agreed across PL key outcomes being measured from commencement of project.	identifying c.50 cases a week. BwD have initiated recruitment and are shortlisting for interviews.		
A	Continuing Health Care (CHC) Pathways Align existing budgets as a means to ensure wherever possible CGC assessments are completed outside of hospital setting. No funding allocation requested within the bid.	Judith Johnson Head of Clinical Commissioning – EL CCG Judith.johnston@eastlancsccg.nhs.uk	- A detailed action plan in relation to the achievement of the Quality Premium measures has been submitted to NHS England as per letter of 17 August. - As part of the STP Urgent and Emergency care work stream a hospital flow task group has looked at how CHC processes can be improved by adopting a similar process to the “West Norfolk” model. - This work has produced positive outputs around planned improvements in the management of those patients identified as potentially requiring a complex package funded by CHC. - Two LDP areas are formally acting as pilot sites (CL and Morecambe Bay) for the new	Meeting arranged to agree CSU authorisation process and to agree implementation date. Anticipated in November 2017. Aim to test pilot model for D2A from December/January	Not required for authorisation.	

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			<p>pathway in the near future and the PL LDP area will learn from this work.</p> <ul style="list-style-type: none"> - CL have shared approach with PL and we will be meeting to discuss piloting in PL over Winter period and step changes needed to move towards this model - The CCGs are working with the CSU and ELHT to improve its CHC fast track authorisation process. Revised authorisation arrangements will be implemented in November 2017 	<p>November 2017</p> <p>November 2017</p>		
A	Implement Home Choice Policy Delivery of national guidance on supporting patient choice. No funding allocation requested within bid.	Alex Walker Programme Director for Urgent Care – EL and BwD CCG Alex.walker@eastlancscgg.nhs.uk Judith Johnson Head of Clinical Commissioning –	Draft policy framework in place Policy is agreed and signed off Proposals for funding responsibility being developed and agreed through CCB processes Implementation tracker in place	Implementation is underway with a plan for the policy to be operational at the beginning of November 2017.		ELHT executives requested that all letters go through Trust reading group. Implementation will commence following this process.

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		EL CCG Judith.johnston@eastlancsccg.nhs.uk				

West Lancs CCG

G/A/R		Who is managing the planning for them?	What progress has been made?	When will they deliver identified activity?	If recruitment is required as part of the scheme delivery where is that up to?	What barriers have you encountered? What do you need help with?
G	Community Hub	The CCG has established Project Board to oversee delivery of the local iBCF schemes. Project plans have been added to the CCGs PMO system, which will be used to ensure the schemes are monitored and risks, issues and progress are captured.	A feasibility study of two buildings has been completed. There is potential for a 21-bedded unit utilising a District Council building in Upholland. Modelling of capacity and future demand is now underway to ensure building will be fit for purpose and future proof.	Each scheme has a project plan which is being monitored by the Project Board. The Community Hub will not be ready until spring 2018 depending on building refurbishment	Recruitment may be required, however, this will not be determined until the service specification is developed and the care model agreed	None
G	Seven day integrated discharge pilot (intermediate care)	The CCG has established Project Board to oversee delivery of the local iBCF schemes. Project plans have been added to the CCGs PMO system, which will be used to ensure the schemes are monitored and risks, issues and progress are	LCC are in the process of developing a centrally co-ordinated team. Sue Lott is co-ordinating recruitment.	Recruitment on track	Recruitment on track	Need feedback from LCC on progress

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		captured.				
A	Home First workforce development – HCA apprenticeships	The CCG has established Project Board to oversee delivery of the local iBCF schemes. Project plans have been added to the CCGs PMO system, which will be used to ensure the schemes are monitored and risks, issues and progress are captured.	Job Descriptions are being written. Supervision and management have been considered.	This scheme is expected to deliver by December 2017	The total number of posts available is being modelled by finance. Local operations manager looking at supervision and management within existing structures to help support the apprentices.	

Morecambe Bay CCG

G/A/R	iBCF scheme	Who is managing the planning for them?	What progress has been made?	When will they deliver identified activity?	If recruitment is required as part of the scheme delivery where is that up to?	What barriers have you encountered? What do you need help with?
A	Altham Meadows	A collaborative approach but the Unit is managed and operationally overseen by LCC.	Altham Meadows is now operational and is currently running at about 70% of available capacity.	The unit is delivering a significant portion of what it was commissioned to deliver. However, as more capacity becomes available, it will be in a position to enhance its delivery i.e. additional beds available to receive step up/down from primary care / acute trust. This is contingent on the CQC allowing capacity to increase from 10 beds to the full 21 and also on ensuring the admission criteria is expanded sufficiently to capture sufficient patients.	Recruitment was completed prior to the launch of this service. However, the only Medical resource within the Unit (consultant Geriatrician) has handed in his notice and will not be available from the end of October. Consideration is being given to replacing this resource with an ANP and this should be decided upon / resolved in the coming weeks.	<ul style="list-style-type: none"> - CQC restricted the initial opening capacity to 10 standard nursing beds from the 13 available and none of the enhanced beds of which there are 8. - Admission criteria are considered too narrow. Options appraisal has been sent to Bay Medical Group for consideration and it is hoped that this will increase the volume coming into the unit – especially considering we have a home closure in the area and capacity is severely limited.

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R	Crisis Hours & Enhanced Therapies – Recommended to Change to 'Home First'	A collaborative between LCC, Community Provider and CCG.	Limited progress made as LCC wants the iBCF element 're-defined' before it will commit the funding. LCC have requested updated information from the Acute Trust on the detail of this Scheme. This request is necessary to understand the purpose of the Scheme which may have now changed from the submission of the original bid proposal, i.e.: is not now Crisis Hours and Enhanced Therapies. Whilst information has been shared by the Acute Trust it does not contain the required level of detail and therefore cannot currently be agreed or signed off. A meeting to take place on 6 th and subject to agreement by HWB of flexibilities it was agreed that this project should change to become Home First	Subject to HWB agreeing process to manage change in spending plan.	Unable to commence any recruitment as funding not secured.	Change of plan from original is proposed, leading to longer lead in time.

Chorley and South Ribble and Greater Preston CCGs

G/A/R		Who is managing the planning for them?	What progress has been made?	When will they deliver identified activity?	If recruitment is required as part of the scheme delivery where is that up to?	What barriers have you encountered? What do you need help with?
	<p>Each iBCF scheme has a nominated lead or leads. These leads report into the Central Lancs iBCF Steering Group (this has cross-organisational representation and is chaired by Jayne Mellor with Tony Pounder as Deputy Chair) on a monthly basis. Each iBCF project or scheme has a task and finish group and plan. An iBCF Steering Group chairs report goes to the CL A&E Delivery Board.</p> <p>Projects will also go onto the CCG Operational Plan and sit within existing Programme Delivery Groups (Urgent Care, Out of Hospital and Mental Health) to ensure they feed up to the LDP (OHOC Joint Programme Board)</p> <p>All projects have plans and delivery dates, all are on track, all aim to be in place by the end of November.</p>					
A	1. Care Home Support Model	Donna Roberts (CCG)	<p>CHMC spec has been finalised, mapping is being done. Issue is around how payment will be done, this has been agreed to be done per bed, per year and trying to arrange this to all be done electronically.</p> <p>The specification will be sent out within the next few weeks, most GPs have shown interest.</p>	Post November	<p>This will be the determining factor in delivery, see "What progress has been made?" column for each project.</p> <p>Staffing is causing issues, but this should be up and running in the next month or so.</p>	<p>Momentum with recruitment, processes can be slow.</p> <p>Data extraction has come back with high numbers of residents compared to how many beds the homes have, further work needs to be done to clarify the data.</p>
A	2. CATCH (Central Allocation Team for Care	Emma Ince (CCG)	<p>Updates are now fortnightly meetings and have a DOS in place.</p> <p>The job specification has been</p>	Post November	The current deadline is causing a risk to be able to have all staffing arranged; further options	

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	and Health)		written and the manager's post is ready to go out.		<p>need to be discussed.</p> <p>Existing staff could be used and agency using slippage costs to cover, otherwise a delay in the start date will be required.</p> <p>LCC need to make sure they don't lose all their internal staff to iBCF initiatives and services are not destabilised.</p> <p>Timeline needs to be looked at and possibly using agency staff to back fill to be able to still go forward with launch date of November.</p> <p>May need to acknowledge that there will be a slip in the timeline and this could be more likely December and possibly use some of the money for home first pathways that will help with the DTOC.</p>	
A	3. Integrated Discharge	Sue Lott (LCC) and	Role requirements being agreed, likely one additional	Post November	As above	

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	Service Capacity	Lisa Hulme (LTHTR)	<p>therapist and a social worker dedicated to D2A at home . Discharge to Assess at home being trialled w/c 18/09 with 3 patients to inform longer term implementation.</p> <p>Seeing change in the discharge to access. To talk about joined up allocations, useful to have multi group operations.</p>			
A	4. AMHP (Advanced Mental Health Practitioner)	Charlotte Hammond (LCC)	Recruitment commenced	Post November	As above	Trust have had pressures regarding discharges at LTH, from ED they can't get there in a timely manner, doctors are also causing issues – combination of the two.

Lancashire County Council

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<p><u>All Schemes</u></p> <p>Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk</p> <p>The iBCF/DToC Board is in place to manage delivery of all schemes and detailed project plans are in development for all schemes.</p>						
<u>High Impact Change Fund additional spend – LCC Scheme ref #20</u>						
A	Peripatetic Team aligned to the Health pathway	Sue Lott, Head of Social Care (Health), Lancashire County Council. sue.lott@lancashire.gov.uk	Plans to create a permanent team of peripatetic Social Workers approved. Targeted recruitment campaign has concluded.	December 2017	Pre-employment screening is in progress. Planned date for successful candidates to be in place is December 2017	None to report.
A	Acute team 7 day working across hospitals	Sue Lott, Head of Social Care (Health), Lancashire County Council. sue.lott@lancashire.gov.uk	Plans to create a permanent team of Social Workers and Social Care Support Officers approved. Targeted recruitment campaign has concluded.	December 2017	Pre-employment screening is in progress. Planned date for successful candidates to be in place is December 2017	None to report.
A	Seven Day Service – 24 hour AMHP service (Mental Health)	Charlotte Hammond, Head of Learning Disability, Autism Service and Mental	The model for 7 day working is agreed. Staff consultation will commence on the 9 th November.	Interim operation of 7 day service on plan to commence 20 th	Team Manager recruitment complete. Recruitment campaign is on plan to start 17 th November.	None to date.

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		Health, Lancashire County Council. charlotte.hammond@lancashire.gov.uk		November. Final operations on plan to commence January 2018.		
A	System to Monitor patient Flow – DToC tracking	Sue Lott, Head of Service, Social Care (Health), Lancashire County Council. sue.lott@lancashire.gov.uk	DToC Tracker is developed and Sandboxing (testing) at Blackpool Victoria Hospital is underway. Sandbox will end on plan 17 th November.	Roll-out to county wide is on plan for 4 th December.	Recruitment to the additional Social Care Support Officer resource is complete. Staff will be in post mid-November.	None to date.
A	Trusted Assessors – Trusted Assessor Training	Sue Lott, Head of Service, Social Care (Health), Lancashire County Council. sue.lott@lancashire.gov.uk	Plans are currently being developed. No progress report at this time.			
R	Additional spend on existing BCF scheme - Reablement and Occupational Therapy Team LCC Scheme	Tony Pounder, Director of Adult Services, Lancashire County Council tony.pounder@lancashire.gov.uk	Additional investment for Therapists is approved.		Recruitment campaign is live and active.	This Scheme has presented significant challenges during recruitment which has demonstrated a lack of skilled workforce available; a number of interventions for the immediate/short and long

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	ref #12 (BCF)					term are being developed to address this issue.
A	Spend on schemes previously outside BCF - Roving Nights County Wide Service LCC Scheme ref #26	Sue Knox, Commissioning Manager Age Well, Lancashire County Council. sue.knox@lancashire.gov.uk	Plans approved at Cabinet.	December 2017.	Not applicable.	None to report.
A	LDP Scheme - Central LDP Scheme Allocation Team for Care and Health LCC Scheme ref #02	Sue Lott, Head of Social Care (Health), Lancashire County Council. sue.lott@lancashire.gov.uk	Approval to posts confirmed. Additional capacity confirmed. Plans to advertise Manager position in progress.	-	Plans to advertise Manager position in progress.	None to report.
A	LDP Scheme - Pennine LDP Scheme Implement Home Choice Policy LCC Scheme ref #08	Clare Mattinson, Commissioner, Age Well, Lancashire County Council. clare.mattinson@lancashire.gov.uk	Draft policy framework in place Policy is agreed and signed off Proposals for funding responsibility being developed.	Planned for November 2017.	Not applicable.	None to report.

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A	LDP Scheme - Morecambe Bay LDP Scheme Altham Meadows Intermediate Care Centre LCC Scheme ref #18	Liz Wilde, Head of Service Older People, Lancashire County Council. liz.wilde@lancashire.gov.uk	Facility handed over July 2017.	Commencing from handover date July 2017.	Not applicable.	None to report.
G	Additional spend on existing BCF schemes (BCF) Carers Support LCC Scheme ref #11	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk		Currently in delivery.	Not applicable.	None to report.
G	Additional spend on existing BCF schemes (BCF) Telecare LCC Scheme ref #14	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	The service continues to be promoted and grow. As at September 2017 over 6500 service users are accessing the service.	Currently in delivery.	Not applicable.	None to report.
G	High Impact Change Fund	Tony Pounder, Director of	Delivery of the transformational programme	Currently in delivery.	Not applicable.	None to report.

G/A/R		Who is managing the planning for them?	What progress has been made?	When will they deliver identified activity?	If recruitment is required as part of the Scheme delivery where is that up to?	What barriers have you encountered? What do you need help with?
	additional spend - Transformation Support to change programme. LCC Scheme ref #22	Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	continues on plan.			
A	Spend on schemes previously outside BCF - Homecare Mobilisation LCC Scheme ref #29	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	Outcome of procurement communicated to all stakeholders.	Contract start date mid-November 2017. Transfers commence February 2018.	Additional resources for mobilisation identified. Recruitment and other resource plans in progress.	None to report.
A	High Impact Change Fund additional spend – Learning from Passport to Independence LCC Scheme ref # 21	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	Report will go to Cabinet this month to approve commencement of procurement for Consultants to deliver Assessment.	Plan is for contract award mid-January 2018.	None.	None to report.
G	Additional spend on existing BCF schemes – Reablement	Tony Pounder, Director of Adult Services, Lancashire County Council.	As per Q2 report the additional number of service users/per annum is targeted at ~2200 to take overall number to ~6000 receiving reablement.		None.	None to report.

	contract	tony.pounder@lancashire.gov.uk				
G	Additional spend on existing BCF schemes – Care Act (carers Personal budgets, training, Advocacy)	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	As per Q2 report the additional number of informal carers/per annum being supported has increased by an additional 2000 since April 2017 to a total of ~6000.		None.	None to report.
A	Additional spend on existing BCF schemes – Intermediate Care Services	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	Plans are currently being developed. No progress report at this time.		None.	None to report.
G	Spend on Schemes previously outside of BCF – Additional reablement costs	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	Additional BSO resource and supervisory resource in providers has been provided. All resources are in place.		None.	None to report.
G	Spend on Schemes previously outside of BCF – Wellbeing Worker Service	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	Plans are delivered and a full update will be reported next time.		None.	None to report.

G	Spend on Schemes previously outside of BCF – Home Improvement Agency	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	Plans are delivered and a full update will be reported next time.		None.	None to report.
G	Spend on Schemes previously outside of BCF – Hospital Aftercare	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	The re-tendering of this provision is completed and the contract awarded.		None.	None to report.
G	Spend on Schemes previously outside of BCF – Additional Fee and Demand pressure	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	LCC has increased funding in existing and subsequent new care packages in order to provide some stability to the local market following national living wage increases of 4.17% and other inflationary factors. The annual impact of this is estimated at £6m		None.	None to report.
A	Spend on Schemes previously outside of BCF – Additional package costs through improved DToC rates	Tony Pounder, Director of Adult Services, Lancashire County Council. tony.pounder@lancashire.gov.uk	Plans are currently being developed. No progress report at this time.		None.	None to report.