

Board of Directors Meeting – Open

Date: 11 November 2020

Item Ref: 14

TITLE OF PAPER	Transformation Portfolio Report
TO BE PRESENTED BY	Phillip Easthope, Executive Director of Finance
ACTION REQUIRED	The Board is to review the Transformation Portfolio Report for September 2020, consider the levels of assurance and assess the risk in achieving the Trusts strategic objectives.

OUTCOME	Agreed level of assurance re the delivery of the transformation programme
TIMETABLE FOR DECISION	No decisions required
LINKS TO OTHER KEY REPORTS / DECISIONS	
STRATEGIC AIM STRATEGIC OBJECTIVE	3 - Improve our use of resources Transformation: Changing things that will make a difference
BAF RISK NUMBER & DESCRIPTION	
LINKS TO NHS CONSTITUTION /OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	Trust Strategy Long term plan
IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT	
CONSIDERATION OF LEGAL ISSUES	Legal advice is being sought regarding appropriate action in relation to the Electronic Patient Record procurement

Author of Report	Phillip Easthope
Designation	Executive Director of Finance
Date of Report	November 2020

Transformation Portfolio Report

1. Purpose

For approval	For assurance	For collective decision	To seek input	To report progress	For information	Other (Please state)
	x					

2. Summary

The Transformation Portfolio Report was received at the October Finance & Performance Committee (FPC). This was the first detailed review of the report and members were assured by the level of information and the ability to identify and discuss the risks at an early opportunity.

Significant issues were discussed in respect of the Acute Care Modernisation and Electronic Patient Record procurement exercises.

Prior to receipt at FPC, the Transformation Portfolio Report was received by the Transformation Portfolio Board for decision and assurance on 12 October 2020 noting the report covered the reporting period of September 2020 (See Appendix 1).

The portfolio currently consists of seven strategic programmes, however, this will flex over time as new programmes are introduced and others are completed.

- Acute Care Modernisation (ACM); An estates programme to develop / bring together the Decisions Unit, Crisis Hub, Single Point of Access, Adult Inpatient Acute wards (including Older Adults), Place of Safety and tribunal services.
- Leaving Fulwood; An estates programme to relocate to new HQ, dispose of Fulwood offices, reprovision of primary data centre and alteration / refurbishment of Wardsend offices.
- Community Mental Health Review; A programme of work to oversee the review of specified community services, the implementation of an agreed model and to monitor until agreed sustainable business is achieved.
- Electronic Patient Record (EPR); An IMST programme to replace Insight with a commercial, off the shelf, system to ensure the Trust has a secure, stable and resilient EPR.
- People Plan; An HR programme to deliver the People Strategy which sets out the ambition to create an environment in which our staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users.
- Adult Secure Forensic New Care Models Programme; Regional delivery of national programme which was established to deliver the recommendations in the Five Year Forward View for Mental Health.
- Primary and Community Mental Health Programme; National programme to provide primary and community mental health support built around primary care networks.

As this is an early iteration of the report the programmes report on: issues, risks, progress against key milestones and decisions that are required from the Transformation Portfolio Board. Over time this will develop to provide a richer view of the portfolio in terms of resources used across the organisation and the benefits profiles of the programmes.

In summary:

- There are four programmes within the portfolio reporting a major issue.
- Except for the People Plan and the Primary and Community Mental Health Transformation Programme, all programmes have experienced slippage. Of these, all but two have been in a position to re-plan but have been unable to get the programmes back to original timescales. The two programmes which still require re-planning are Electronic Patient Record Programme and Acute Modernisation Programme as both require decisions regarding procurement processes.
- There are three high priority 'red risks' across the portfolio for the Board to be aware of, although not for escalation at this stage. A key risk across the majority of the portfolio relates to the necessity to involve NHS Improvement in the investment decision making process which may impact the timescales of ACM, EPR, Leaving Fulwood and Adult Secure Forensic NCM.

Programme Highlight Information

ACM – The current plans require some significant redesign. Some progress has been made regarding design workshops taking place however the programme requires replanning.

The Executive Sponsor, Phillip Easthope, presented an assurance report to the Transformation Portfolio Board highlighting the current position and the steps being taken to move the programme forward. The Board advised that communications would have to be carefully managed with both internal and external stakeholders to ensure that involvement and commitment is not lost and that there is no reputational damage to the Trust.

Leaving Fulwood – The landlord compliance works at the future HQ have not been completed; a response was expected in October 2020. There is low confidence amongst the programme team that this will be completed.

The Transformation Portfolio Board have requested that alternative options be considered in the event that they become necessary due to the current situation regarding the Landlord compliance work. In addition, the programme team and board are to reconsider requirements in light of the learning taken from the response to Covid

Community Mental Health Review – Programme is on track with revised completion date of April 2021.

The Transformation Portfolio Board have requested that the Senior Responsible Officer attend the meeting on 9 November 2020 to provide further information and assurance

EPR – The procurement has stopped and legal advice is being sought as to the next steps, which is expected during October/early November 2020. It is anticipated that a new procurement exercise will commence, however, the Trust must ensure it does all it can to mitigate the risk of legal challenge. A challenge, if posed, could have both financial implications and add unknown delays to the programme meaning that the Trust will have to continue to operate with the existing clinical system which has instability issues.

The Executive Sponsor, Beverley Murphy, provided an assurance report to the Transformation Board. It has been agreed that a review will be undertaken to establish lessons learned which can be shared across the portfolio.

People Plan – The programme is on track with no risks and issues escalated to the Transformation Board

Adult Secure and Forensic NCM – The programme has a revised launch date of October 2021 (from April 2021) The programme escalated an issue to the Transformation Board regarding resources and the lack of capacity to be able to complete key programme activities which puts the plan at risk. In addition, the programme has requested that time is made available with the Executive Team to agree fundamentals regarding the scope and approach of the programme and the role of SHSC.

The Transformation Portfolio Board advised on the approach to request a delegated budget for resources and committed to the Executive Time Out session.

Primary and Community Mental Health – The future of the programme is reliant on the Clinical Commissioning Group making the decision whether to approve funding for the city wide roll out of the programme in April 2021. The decision is expected in October 2020.

The Transformation Portfolio Board has asked for the decision to be reported at November's meeting.

3 Next Steps

The Transformation Portfolio Board will receive a Portfolio Report and individual reports and assurance from the programmes as requested for November's meeting. The focus will remain on:

- ACM procurement decision
- EPR procurement progress
- Leaving Fulwood, Landlord compliance work and alternative options for consideration
- CCG decision regarding future city wide roll out of the programme in April 2021
- Progress made by the Community Mental Health review programme

4 Required Actions

Undertake a review of the transformation risk on the Board Assurance Framework.

5 Monitoring Arrangements

The Transformation Portfolio Board oversee and provide strategic direction for the Transformation Portfolio; providing information and assurance to the Finance & Performance Committee and Board of Directors.

6 Contact Details

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Transformation Portfolio Board

Appendix 1

Date 10 October 2020

Item Ref 2

Title of paper	Transformation Portfolio Report September 2020
To be presented by	Zoe Sibeko
Author	Zoe Sibeko

Purpose

For approval	For assurance	For collective decision	To seek input	To report progress	For information	Other (please state)
	X	X		X		

1. Summary

The Transformation Portfolio has four major issues, one that has been escalated to the Transformation Portfolio Board for decision.

With the exception of the People Plan and the Primary and Community Mental Health Transformation Programme, all programmes have experienced slippage. Of these, all but two have been in a position to re-plan but have been unable to get the programmes back to original timescales. The two programmes which still require re-planning are Electronic Patient Record Programme and Acute Modernisation Programme as both are requiring decisions regarding procurement processes.

There are three high priority 'red risks' across the portfolio for the Board to be aware of; not for escalation at this stage. A key risk across the majority of the portfolio relates to the Trust's requirement that NHSi is involved in the investment decision making process which may impact the timescales of ACM, EPR, Leaving Fulwood and Adult Secure Forensic NCM.

Details from each programme are detailed below

Programme	Major Issues	Progress	Red Risks	Decisions
Acute Care Modernisation	<p>The current plans have not been approved prior to any production of the FBC and continuing the procurement exercise.</p> <p>This has resulted in rework, a change to the designs and delays to the schedule</p>	<p>Some progress has been made in terms of the design workshops. However, the programme requires re-planning and the current stage of procurement halting.</p>	<p>Potentially impacted by NHSi portfolio risk</p>	N/A
Electronic Patient Record	<p>The procurement process requires review due to non-compliance leading to additional costs for the Trust and a delay to the programme timescale</p>	<p>Programme has slipped and requires re-planning once legal advice has been provided by the end of October 2020. It is anticipated that a new procurement process will be completed by March 2021</p>	<p>Bidders may launch a legal challenge resulting in significant costs to the Trust and an unknown period of time required to procure and implement a new system to replace Insight therefore this also poses a clinical risk.</p> <p>Potentially impacted by NHSi portfolio risk</p>	N/A
Leaving Fulwood	<p>The landlord compliance works at the future HQ have not been completed, this has stopped the completion of the design and the commencement of fit out works. A formal response is expected by the end of October 2020 but there is low confidence within the programme team that this will be provided</p>	<p>The programme has slipped with new timescales being provided; Future HQ full business case is not planned to be approved until December 2020 (2 month delay.) As a result, it is estimated that occupation of the new building will take place 1 month later than originally planned, July 2021</p> <p>In relation to trajectory of progress to be made at Wards End there is a risk that slippage may occur involving external suppliers. This is being monitored by the Programme Manager</p>	<p>Full business case for the future HQ may be potentially impacted by NHSi portfolio risk</p>	N/A
Community Mental Health Review	N/A	<p>On track. Date agreed to launch new service model is April 2021</p>	N/A	N/A
People Plan	N/A	<p>On track.</p>	N/A	N/A
Adult Secure Forensic NCM	<p>Insufficient resourcing to deliver the programme has led to delays particularly in relation to completion of due diligence which is pivotal to the remainder of the programme</p>	<p>The programme has slipped with the full business case expected to be submitted to NHSE in January 2021, instead of October 2020. The go live for both the Provider Collaborative and Lead Provider element of the programme have been approved to move from April 2021 to October 2021</p>	<p>Potentially impacted by NHSi portfolio risk</p>	<p>The board is asked to:</p> <p>Confirm approval for an Executive Time Out to address key questions and to provide a date for when this can take place in line with programme timescales</p> <p>Agree a delegated budget to allow for adequate resourcing for the programme</p>
Primary and Community Mental Health	N/A	<p>The programme had slowed / paused due to Covid but is now back on track</p> <p>The key milestone on which the future of the programme rests upon is the decision required from the CCG to approve funding for the city wide roll out of the programme in April 2021. This is expected in October 2020.</p>	N/A	N/A