

Commissioning Partnership Board Report

Decision Maker: Commissioning Partnership Board

Date of Decision: 30th January 2020

Subject: Investment Review - Transformation Fund 2019/20 – 2020/21

Report Author: Ben Galbraith, Chief Finance Officer,
Oldham Cares

Reason for the decision: To request that the Commissioning Partnership Board approve the proposed expenditure of Transformation Funds in 2019/20 and 2020/2.

Summary: The purpose of the report is to outline the proposed changes to the use of Transformation Funds in 2019/20 and 2020/21.

The Transformation Funding ceases in March 2021 and a recent review of the Transformation Schemes has highlighted £3.0m of slippage across a number of areas. To ensure that the Oldham Locality makes full use of Transformation Funds, this proposal suggests use of this slippage to support other schemes across the Locality as outlined in this report.

What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s): Should the proposal outlined not be approved then further work would be required to identify alternative schemes so that the Locality would

not lose the benefit of the Transformation Funds.

Recommendation(s):

To approve the reallocation of the Transformation Funds as outlined in this report.

Implications:

What are the **financial** implications?

If Oldham locality does not fully utilise the Transformation Fund by the end of 2020/21 it risks losing the funding and not benefitting from the additional resources given to the system. The funding proposals outlined within this paper support continued transformational work and in addition support the collective financial gap in 2019/20 and 2020/21.

What are the **procurement** implications?

There may be procurement implications when the new business cases are approved, but these are not covered in this report.

What are the **legal** implications?

There may be legal implications when the new business cases are approved, but these are not covered in this report.

What are the **Human Resources** implications?

There may be HR implications when the new business cases are approved, but these are not covered in this report.

Equality and Diversity Impact Assessment attached or not required because (please give reason)

EIAs will be done for new business cases as part of the approval process.

What are the **property** implications

There may be property implications when the new business cases are approved, but these are not covered in this report.

Risks:

If Oldham locality does not fully utilise the Transformation Fund by the end of 2020/21 it risks losing the funding and not benefitting from the additional resources given to the system. The funding proposals outlined within this paper support continued transformational work and in addition support the collective financial gap in 2019/20 and 2020/21.

Has the relevant Legal Officer confirmed that the recommendations within this report are lawful and comply with the Council's Constitution/CCG's Standing Orders?

Yes Ben Galbraith

Has the relevant Finance Officer confirmed that any expenditure referred to within this report is consistent with the S.75 budget?

Yes Ben Galbraith

Are any of the recommendations within this report contrary to the Policy Framework of the Council/CCG?

No

Reason(s) for exemption from publication:

None

Reason why this Is a Key Decision

Not applicable

There are no background papers for this report

Report Author Sign-off:	
Ben Galbraith, CCG CFO	
Date: 22 January 2020	

Please list any appendices:-

Appendix number or letter	Description
1	Forecast of the Transformation Fund
2	List of smaller proposed schemes for use of funds

Background:

Background

Oldham has been allocated £21.3m of locality transformation funding by Greater Manchester Health & Social Care Partnership (GMHSCP) to be utilised between 2017/18 and 2020/21 across a range of transformational services. Business cases have been developed and reviewed and funds allocated with a proportion of allocation ringfenced for future consideration.

A recent review of the Transformation schemes has identified slippage of £3.0m by 2020/21, the detail of which can be viewed in detail in Appendix 1. The most significant slippage has arisen in the following areas:

- £1.4m – Primary Care Express Care Hub
- £1.4m – Previously Uncommitted Funds
- £0.6m – Cluster Gateways.

If the Transformation Fund remains unused at the end of 2020/21 there is a risk that the money is withheld by GMHSCP. This paper therefore outlines proposals to make best use of these resources against the current operational and financial pressures within both Oldham and Greater Manchester.

Re-phasing of Funds

Following on from the work completed to understand the total slippage expected by 2020/21, Oldham CCG has been in discussion with GMHSCP to provide support to the Greater Manchester system as a whole by agreeing to re-phase the planned spend across 2019/20 and 2020/21 in Oldham. The 2019/20 slippage is to be used to support the financial pressures across Greater Manchester at the end of this financial year.

Oldham has agreed to re-phase £3m of allocation from 2019/20 to provide this support on the agreement that this funding is returned to Oldham in 2020/21 to be utilised for its Transformation schemes.

Further discussions are being held with GMHSCP to approve the re-phasing of funds from 2020/21 to 2021/22 to support those schemes that have experienced unforeseen delays in mobilisation and to ensure maximum benefit can be achieved from the Transformation Funds.

Proposals:

Proposals for using the Transformation Fund slippage

Through the Oldham Alliance Board, requests for additional funding have been received and reviewed to support the continuation of service transformation across the Locality and to support the collective financial gap in 2019/20 and 2020/21. Transformation funds remain non-recurrent and so any funding approved is a short-term allocation and should services be permanently required then alternative recurrent sources of funding will need to be identified.

As described in the Background section above, there is £3m of slippage on previously approved business cases. It has been agreed with the GMHSCP that some of this will be returned to Greater Manchester in 2019/20 to support the wider health economy and will be returned to Oldham in 2020/21.

Following discussion between stakeholders within the Oldham Locality, it is proposed that the slippage is used to fund the schemes shown in Table 1 below.

Table 1: Summary of Proposals for using Transformation Fund slippage

Proposed Schemes	2019/20 £000	2020/21 £000	Total £000
System Resilience Funding (SRG)	834	834	1,668
Cluster Based Budgets (CBBs)	128	312	440
StartWell		500	500
Strength Based Approach Training		105	105
Locality Plan development support	79		79
Information Governance resources		77	77
End of Life	26	51	77
MSK		60	60
Mental Health		45	45
Person and Community Centred Approaches	25		25
Total	1,092	1,984	3,076

a) System Resilience Group (SRG) Funding

At present the CCG uses £1.7m of core allocations every winter to invest in additional services and increased capacity to improve continuity and consistency of services to patients and residents.

Unlike many other localities in Greater Manchester, in Oldham there have not been any changes to this funding stream. The two most common approaches taken are:

- for there to be a “top-slice” of SRG funds to pay for part of the core Acute hospital services contract; and/or
- for some of the services/capacity funded by SRG to be funded from Transformation Funds.

Included within the SRG schemes in Oldham for 2019/20 are a number of services which other boroughs have used their Transformation Funds to deliver – in particular Integrated Discharge Teams and Hospital Outlier teams.

In line with the approach adopted elsewhere, it is proposed that these are costs charged against the Transformation Fund for this financial year and next.

b) Cluster Based Budgets (CBB) Schemes

There were a range of new services started by the CCG with Clusters. These are transforming how we deliver care and services at a neighbourhood (cluster) level closer to home to deliver better outcomes for the people of Oldham and reduce the need for urgent/unplanned care. The services include Advance Nurse Practitioner (ANP) for Care Homes (Cluster North), Extended Clinical Pharmacist Hours and Community Matron (Cluster East).

It is proposed that these services are continued for 18 months to allow them to be embedded in the new Primary Care Networks (PCNs).

c) StartWell

The StartWell programme has been successful in this first year of operation with two key workstreams of providing Paediatric ANPs in A&E and running Multi-Disciplinary Team (MDT) reviews of paediatric cases in the PCNs.

Following the success of StartWell in preventing paediatric admissions, further funding has been requested to expand the scope of the scheme. This would see the continuation of the MDT work within PCNs. The MDTs that have been carried out have demonstrated benefit to the GP practice in terms of treatment and change to managing children with allergies, respiratory issues and cow's milk protein allergy. The scheme has saved prescription costs and reduced A&E attendances.

The Children's Community Nursing Team is compiling a list of children who are frequent attenders at A&E to take a targeted approach within Primary Care to increase engagement within the MDT process.

It is proposed that these schemes are extended through 2020/21.

d) Strengths Based Approach Training

This is a training and development programme across the Oldham Locality. This system wide training is recommended for roll out to 4,730 of our workforce. The majority of the funding will come from existing Transformation Fund allocations in Community Enablement and Thriving Communities as well as some North West Leadership Academy funding, but the remainder of £105k is from slippage from the Transformation Fund. The design of the programme includes Organisational Development sign-up in organisations.

It is proposed that £105k be allocated to support this training programme.

e) Smaller Schemes

There are a number of smaller schemes for which the descriptions are provided in Appendix 2.

Community Enablement: Slippage re-allocation

A business case for Community Enablement will be presented to the Commissioning Partnership Board in March 2020. There is slippage on this which is now allocated for approval in this paper. In addition to the proposed funding above, slippage has also been identified against the ringfenced funding for the Community Enablement Scheme and is to be redistributed as outlined in Table 2 below.

Table 2

Slippage from CE Ring-fenced Funds £000	Total		
	2019/20	2020/21	Forecast
Wellbeing Teams	201	78	279
Strengths Based Approach Training		295	295

The Strengths Based Approach Training is described above. The total cost to be funded from Transformation Funds is £0.5m.

Wellbeing Teams

It is proposed that Wellbeing Teams are explored as a pilot under the Oldham Cares transformation agenda in East Cluster. The pilot will explore how Wellbeing Teams could complement our integrated structure, and to inform the potential for how they might be rolled out on a cluster model. East Cluster has been selected for the pilot scheme as it has recently been awarded funding for Health Champions and is the next in-line for social prescribing to be initiated.

Conclusions:

Conclusion

The Oldham Locality continues to fully utilise the Transformation Fund and has put in place proposals to secure funding and benefit from the additional resources given to the system. The funding proposals outlined within this paper support continued transformational work and in addition support the collective financial gap in 2019/20 and 2020/21.

Recommendation

The Board is requested to support the proposals for use of Transformation Funds for 2019/20 as set out in Tables 1 and 2 and to note how Oldham will re-phase its planned spend in order to secure its funding for new schemes and support Greater Manchester system-wide requirements.

Appendix 1: Forecast of the Transformation Fund

£000 Scheme	Approved Funding (£21.3m)					Actual / Forecast					Expected Slippage
	2017/18	2018/19	2019/20	2020/21	Total Approved	2017/18	2018/19	2019/20	2020/21	Total Forecast	
Transformation Core & Extended - Clusters	536	469	472	472	1,949	536	462	93	300	1,390	559
Acute Visiting Service	-	-	622	616	1,238	-	-	120	1,118	1,238	-
Health Champions Procurement	-	-	105	-	105	-	-	35	70	105	-
Cluster Express Care Hub	-	-	1,198	1,167	2,365	-	-	5	995	1,000	1,365
QI Collaborative	-	570	-	-	570	-	480	45	45	570	-
Transformation Urgent & Emergency Care	127	863	972	891	2,853	127	809	908	1,013	2,857	(4)
Transformation Thriving Communities	-	981	976	730	2,687	48	230	1,511	897	2,687	-
Transformation Health Improvement	-	-	-	-	-	-	18	8	-	26	(26)
Transformation Mental Health	-	299	726	-	1,025	-	165	571	-	736	289
Transformation Startwell	-	278	363	-	641	-	278	363	-	642	(1)
Earmarked (not approved) for Start Well	-	86	426	-	512	-	-	-	-	-	512
Transformation Estates	-	-	-	-	-	132	63	(77)	40	158	(158)
PCFT Community Transfer	-	-	250	250	500	-	240	250	-	490	10
Focus Care	-	-	500	500	1,000	-	-	310	690	1,000	-
Outcome Measurement	-	-	-	-	-	-	30	46	30	106	(106)
Transformation Community Enablement	-	353	321	-	674	-	90	534	-	624	50
"Seed" Funding	453	975	826	340	2,594	321	718	807	654	2,500	94
Uncommitted - ICC	-	-	-	271	271	-	-	-	-	-	271
Earmarked for continuation of Community Enablement	-	-	1,214	786	2,000	-	-	200	1,555	1,755	245
Uncommitted	-	-	336	-	336	-	-	-	-	-	336
Urgent Care Front Door Improvement - Alamac	-	-	-	-	-	-	-	95	-	95	(95)
PC Recovery	-	-	-	-	-	-	-	300	-	300	(300)
GRAND TOTAL	1,116	4,874	9,307	6,023	21,320	1,165	3,583	6,124	7,408	18,279	3,041
Underspend forecast						49	(1,291)	(3,183)	1,385	(3,041)	

Appendix 2: List of smaller proposed schemes for use of funds

Locality Plan

Short term funding required for external support for the development the Oldham Locality Plan.

Information Governance

The Commissioning Partnership Board agreed at its July meeting that information sharing is an important consideration in the development of integrated services and funding should be considered from Transformation Funding. The aim is to reduce the risk to the Oldham locality and funding will be used for the development of an information governance policy and to seek specialist technical guidance at a one Oldham Cares level.

End of Life Care

The Northern Care Alliance and Dr Kershaw's Hospice are reviewing and developing the end of life pathway in the Borough of Oldham with other partners. The qualified nurse Project Manager will provide support for this work. The case was approved at Alliance Board in July 2019 for the work to commence and recruitment to commence at risk, pending approval.

Musculoskeletal (MSK) programme

Following sign off from sponsors that the First Contact Practitioner (FCP) pilot (which provided MSK Physio appointments in GP practices in East Cluster) has been successful, it is recommended that this will transfer as a programme of work to the MSK programme. As FCPs will be funded through the Primary Care Networks from 1st April 2020 the focus at the MSK Programme Board will be to develop the clinical governance to support these posts within our local pathways. As a follow on from the Alliance Board decision at its July meeting, £60k is recommended to be allocated to the MSK programme until March 2021.

Mental Health

There is a requirement for a Mental Health Project Management support for the evaluation of transformation schemes and review of options on transformation funding to support implementation of the Mental Health strategy.

Person and Community Centred Approaches Service

To date, good progress has been made across Greater Manchester Localities around Person and Community-centred Approaches (PCCA). Funding ceases at the end of March 2020 and this proposal is to continue the work that has been completed to date. The work is now moving into a phase of consolidation and refinement and the proposition is that this would move, during 2020/21, towards a self-funding model of Greater Manchester PCCA support and expertise.