Urgent Care - Programme Plan

Plan Start Date 01 June 2020
Display Week: 1

Heywood, Middleton and Rochdale
Clinical Commissioning Group

(D) DELIVERABLE; (P) PHASE; (T) TASKS; (G) GOVERNANCE	OWNER	PROGRESS	START	END	Risks	RAG	Interdependencies	Comments/ Updates
Deliver Urgent Treatment Centre (UTC) National Requirements								
D Deliver UTC by 2021								
P **Scoping and Definition**								
T Utilise the NHS UTC Standards to inform system design to ensure all requirement are met in advance of the end of August	Shaju Ahmed	50%	01/07/2020	01/09/2020		Green		
P **Commissioning Activities**								
T UTC Development at Rochdale Infirmary by addressing the following Tasks	Shaju Ahmed	50%	12/12/2019	31/08/2020		Green		
T Change Road Signage from 'no A&E' to 'UTC'	Shaju Ahmed	80%	01/02/2020	30/09/2020		Green		EMT approved. Awaiting finance confirmation
T Establish technical links to meet all the technical standards for UTC sign-off	Tanveer Kausser	50%	12/12/2019	31/08/2020		Green		
T Support Provider with IT System Model - Options appraisal with recommendation	Tanveer Kausser	70%	01/03/2020	30/06/2020		Green		EMIS Web with EMIS Patient Tracker system of choice
G **System Design Group - for Transformation**	Shaju Ahmed	0%	02/07/2020	01/09/2020		Green		For update. UTC approved via System Delivery Board and CCG SMT
G **System Delivery Board for performance Management**	Shaju Ahmed	0%	04/07/2020	01/09/2020		Green		
M **NHS England-sign off and approval to give mandate to call RI a UTC.**	Shaju Ahmed	95%	01/08/2020	31/08/2020		Green		Request to change RI from UCC to UTC submitted to NHSE. Awaiting outcome
P **Implementation**								
M UTC Go Live	TBC	0%	01/09/2020	01/09/2020		Green		
P **Contract/Performance Management**								
M Moves into Business as Usual monitoring and development of the UTC offer to meet the UEC by appointment agenda to support the Covid-19 response .	Shaju Ahmed	0%	01/09/2020	02/09/2020		Green		
UEC by Appointment								
D **GM Clinical Assessment Service (CAS)**					Timescales to be in-line with GM once confirmed and confirm local governance for specification sign-off.		Requires local services to take direct referrals	
P **Scoping and Definition**								
T Ensure that HMR work with GM and other localities to inform the future GM CAS Service Specification.	Shaju Ahmed	5%	15/06/2020	15/07/2020		Green	Cross Cutting across commissioned services	AQUA currently running a stocktake with GM stakeholders
P **Commissioning Activities**								
T Contribute to future specification development for 2021/22 Commissioning	Shaju Ahmed	0%	01/10/2020	31/03/2021		Green	Cross Cutting across commissioned services	
T Review/add new and refine existing services to take additional non-ED CAS code sets	Shaju Ahmed	0%	TBC	TBC		Green	Cross Cutting across commissioned services	
G **Health & Care SMT Submit Service Specification**	Shaju Ahmed	0%	TBC	TBC		Green		
G **System Delivery Board - for approval**	Shaju Ahmed	0%	TBC	TBC		Green		
G **FPR submit for approval (if required)**	Shaju Ahmed	0%	TBC	TBC		Green		
G **ICB Submit Service Specification to for approval (if required)**	Shaju Ahmed	0%	TBC	TBC		Green		
P **Implementation**								
M Implementation of new CAS specification and new pathways	TBC	0%	TBC	TBC		Green		System / Provider led
P **Contract/ Performance Monitoring**								
T Monitor A&E Deflections and Community Activity	Shaju Ahmed	0%	TBC	TBC		Green		
D **Local CAS and SPOA Review**					Confirm governance for approval			
P **Scoping and Definition**								
T Rolling Programme of reviewing the Directory of Services (DoS) every 6 months.	Shaju Ahmed / Tanveer Kausser	0%	01/11/2019	Ongoing				
P **Commissioning Activities**								
T Stocktake and opportunities to develop site-based CAS	Shaju Ahmed	0%	01/06/2020	TBC	Needs LCO agreement on site based SPOA - pathways review	Green	Cross Cutting across commissioned services	Provider - Zeph Curwen (operational lead) Stephen Gerrard (clinical Lead)
T Review NHS 111 DOS and GM CAS	Shaju Ahmed	0%	01/06/2020	TBC	Needs LCO agreement on site based SPOA - pathways review	Green	Cross Cutting across commissioned services	
T Refresh DOS with new/ existing services and review rankings	Shaju Ahmed	0%	07/07/2020	07/10/2020		Green		
T Develop referral points from and between ED, UCC and primary care	Shaju Ahmed	0%	01/06/2020	31/03/2021	Needs LCO agreement on site based SPOA - pathways review	Green	Cross Cutting across commissioned services	Link to ED-site based CAS
T Support Community team with the development of the Virtual Hospital from an urgent care perspective	Shaju Ahmed	0%	01/06/2020	31/03/2021	Needs LCO agreement on site based SPOA - pathways review	Green	Cross Cutting across commissioned services	
G **LCO Board - for approval**	Shaju Ahmed	0%	TBC	TBC		Green		
P **Implementation**								
T Mobilisation of CAS and ED-based CAS in partnership with the LCO	TBC	0%	TBC	TBC		Green	Requires system ownership	System/ provider led
P **Contract/Performance Monitoring**								
T Monitoring KPIs for DoS, 111 and the functioning of the site-based CAS to report on progress.	Shaju Ahmed	0%	TBC	TBC		Green		
D **Develop HMR offer to support other ED site based CAS**								
P **Scoping and Definition**								
T Replicate a Digital Hub offer at Rochdale to enable virtual triage to deflect activity from A&E which is in line with aims to repatriate patients as per Urgent Care Strategy.	Shaju Ahmed	0%	22/06/2020	31/07/2020		Green		
P **Commissioning Activities**								
T Link into the Unscheduled Care Avoidable Admissions work stream led by ROH	Shaju Ahmed/ Tanveer Kausser	0%	01/07/2020	30/09/2020		Green		
T Monitor/ Review as part of PCN and Urgent Primary Care Developments	Shaju Ahmed	0%	01/09/2020	31/03/2021		Green		
T Develop SOP for test of change	Shaju Ahmed	0%	01/07/2020	01/08/2020		Green		
M Mobilise test of change which is part of Covid-19 response (no further approval for approximately 3 months.	Shaju Ahmed	0%	01/08/2020	30/09/2021		Green		
M Review the Model following test of change with finding and make recommendations	Shaju Ahmed	0%	01/10/2020	31/10/2020		Green		
G **Health & Care SMT for approval of the test of change**	Shaju Ahmed	0%	20/07/2020	20/07/2020		Green		
G **System Delivery Board - for approval (if required)**	Shaju Ahmed	0%	TBC	TBC		Green		
G **ICB - for approval (if required)**	Shaju Ahmed	0%	TBC	TBC		Green		
P **Implementation**								
M HMR Digital HUB Go-Live/ Mobilisation	Shaju Ahmed	0%	TBC	TBC	Based on outcome of test of change.	Green		
P **Contract/Performance Monitoring**								
T Monitor/ Review as part of PCN and Urgent Primary Care Developments	TBC	0%	01/09/2020	31/03/2021		Green		
GM Work streams								
D **Community based MDT**					Governance to be determined			
P **Scoping and Definition**								
T Working with GM to develop recommendations to improve Community based MDTs	Shaju Ahmed	0%	01/07/20	31/03/21		Green		
P **Commissioning Activities**								
T Support GM focus groups	Shaju Ahmed	0%	01/07/20	31/03/21		Green		
M Determine the local work required to implement recommendations locally	Shaju Ahmed	0%	TBC	TBC	Primary care, community and planned care	Green		System ownership required with the number of interdependencies
G **Health & Care SMT Submit recommendations**	Shaju Ahmed	0%	TBC	TBC		Green		
G **System Delivery Board - for approval**	Shaju Ahmed	0%	TBC	TBC		Green		
G **ICB - for approval (if required)**	Shaju Ahmed	0%	TBC	TBC		Green		
M **Determine whether recommendations can be handed over or whether CCG support is required**	Shaju Ahmed	0%	TBC	TBC		Green		
P **Implementation**								
T TBC	TBC	0%	TBC	TBC		Green		System led
P **Contract/Performance Monitoring**								
T TBC	Shaju Ahmed	0%	TBC	TBC		Green		
D **Streaming and Same Day Emergency Care (SDEC)**								
P **Scoping and Definition**								
T To review existing same day emergency care to inform a redesign inc. HEATT, ACU and ATT	TBC	0%	01/07/20	31/03/21	Resource to lead	Green	GM analysis dependent	
P **Commissioning Activities**								
T Undertake Data Analysis to identify current SDEC provision, impact and opportunities (Pending ECDS Data Quality Assessment)	TBC	0%	01/07/20	31/03/21	Resource to lead	Green	GM analysis dependent	
T Review HEATT Car with UCCT rapid response (2hours)	TBC	0%	01/07/20	31/03/21	Resource to lead	Green		
Review ACU Development, Gaps & Opportunities	TBC	0%	01/07/20	31/03/21	Resource to lead	Green		
M Pathways redesign - start to end (linked to urgent care)	TBC	0%	01/07/20	31/03/21	Resource to lead	Green	Cross Cutting across commissioned areas	
T Influence Primary care/PCN developments to support patients repatriations from ED/UCC	TBC	0%	01/07/20	31/03/21	Resource to lead	Green	Primary/Neighbourhoods - Sarah Crossley	
T Opportunities to stream to MDT/INT services i.e. falls, enhanced respiratory etc.	TBC	0%	01/07/20	31/03/21	Resource to lead	Green		
T Input to SDEC across Oldham and Bury A&E departments	TBC	0%	01/07/20	31/03/21	Resource to lead	Green		
M Complete a options appraisal with a view to being an invest to save.	TBC	0%	01/07/20	31/03/21	Resource to lead	Green		
G **Health & Care SMT Submit recommendations of the Model following the redesign of SDEC**	TBC	0%	TBC	TBC	Resource to lead	Green		
G **System Delivery Board - for approval**	TBC	0%	TBC	TBC	Resource to lead	Green		
G **ICB - for approval (if required)**	TBC	0%	TBC	TBC	Resource to lead	Green		
G **NES UCDB**	TBC	0%	TBC	TBC	Resource to lead	Green		
P **Implementation**								
M **Implementation of the approved recommendation**	TBC	0%	TBC	TBC	Resource to lead	Green		
P **Contract/Performance Monitoring**								
T Monitoring KPIs and ongoing performance management of existing and any new service provision	TBC	0%	TBC	TBC	Resource to lead	Green		
D **Discharge to Assess (D2A) - GM to Prioritise areas for implementation**					Establish clear terms of reference for Urgent Care and ASC			
P **Scope and Definition**								
T Await direction from GM to priorities areas for implementation to inform the scope	TBC	0%	TBC	TBC	Resource to lead	Green	Social Care - Steven Blezard	
T Linking with Adult Social Care work streams to provide co-ordinated approach to delivering GM priorities.	TBC	0%	TBC	TBC	Resource to lead	Green	Social Care - Steven Blezard	
T Establish the interdependencies with other teams within CCG and ASC.	TBC	0%	TBC	TBC	Resource to lead	Green	Social Care - Steven Blezard	
P **Commissioning Activities**								
T Review existing D2A processes for HMR and between Oldham and Bury	TBC	0%	01/07/20	TBC	Resource to lead	Green	Social Care - Steven Blezard	
T Identify funding, gap analysis & opportunities between health and social care resulting in delayed transfer of care	TBC	0%	01/07/20	TBC	Resource to lead	Green	Social Care - Steven Blezard	
T Review Bed base provision	TBC	0%	01/07/20	TBC	Resource to lead	Green	Social Care - Steven Blezard	
M To develop clear paper to inform senior management of current and future position.	TBC	0%	02/07/20	TBC	Resource to lead	Green		
G **Health & Care SMT**	TBC	0%	TBC	TBC	Resource to lead	Green	Social Care - Steven Blezard	
G **System Delivery Board - for approval**	TBC	0%	TBC	TBC	Resource to lead	Green	Social Care - Steven Blezard	
G **ICB - for approval (if required)**	TBC	0%	TBC	TBC	Resource to lead	Green		
P **Implementation**								
M D2A Model implemented	TBC	0%	TBC	TBC	Level of input from Urgent Care to be determined	Green	Social Care - Steven Blezard	
P **Contract/Performance Monitoring**								
M Ensure that the D2A and DTOCs are monitored and responded to and resolved in a timely manner and there is a streamlined co-ordinated process when patients are medically optimised.	TBC	0%	TBC	TBC	Joint working required to ensure smooth transfers of care	Green	Social Care - Steven Blezard	
LCO Development - Urgent Care								
D LCO Specification					Governance to be confirmed			
P **Scoping and Definition**								
T Revisit the LCO Specification relating to Urgent Care with an aim of achieving LCO sign-off	TBC	0%	TBC	TBC	Resource to lead	Green	Define the level of support and involvement from the wider bridging team.	System Design Group to lead discussions, identify resource and support review.
P **Commissioning Activities**								
T Review schemes pre/post Covid and plan for recovery	TBC	0%	TBC	TBC	Resource to lead	Green	Define the level of support and involvement from the wider bridging team.	Dependent on LCO decisions by ICB. System Design Group to lead discussions, identify resource and support review.
T Assess next steps	TBC	0%	TBC	TBC	Resource to lead	Green	Bridge team	Dependent on LCO decisions by ICB. System Design Group to lead discussions, identify resource and support review.
T Contract management and review	TBC	0%	TBC	TBC	Resource to lead	Green		Dependent on LCO decisions by ICB. System Design Group to lead discussions, identify resource and support review.
G **Health and Care SMT**	TBC	0%	TBC	TBC	Resource to lead	Green		
G **FPR submit for approval**	TBC	0%	TBC	TBC	Resource to lead	Green		
G **LCO board for agreement of specification and terms**	TBC	0%	TBC	TBC	Resource to lead	Green		Dependent on LCO decisions by ICB
G **System Design Group**	TBC	0%	TBC	TBC	Resource to lead	Green		
P **Implementation**								
M Implement option as agreed	TBC	0%	TBC	TBC	Resource to lead	Green		
P **Contract/Performance Monitoring**								
T Monitoring of activity and performance as part of business as usual.	TBC	0%	TBC	TBC	Resource to lead	Green		
D Non-Emergency Patient Transport								
P **Scoping and Definition**								

(D) DELIVERABLE, (P) PHASE, (T) TASKS, (G) GOVERNANCE	OWNER	PROGRESS	START	END	RAG	Interdependencies	Comments/ Updates
D	Transfer FALCK Service to PAHT	Tanveer Kausser	100%	01/04/20	01/07/20	Green		
P	**Commissioning Activities**							
T	TUPE	Tanveer Kausser	100%	01/05/2020	30/06/2020	Green		
T	Finalise Process, funding and SLA	Tanveer Kausser	80%	01/04/2020	30/06/2020	Green		
T	Communications across sites to support booking process	Tanveer Kausser	50%	01/06/2020	15/07/2020	Green		
G	Share learning with NES - replicate model across other NCA sites (ROH/FGH)	Tanveer Kausser	20%	31/08/2020	30/09/2020	Green		
G	Rochdale Sustainability Group (RSG) and NCA board	Tanveer Kausser	50%	01/07/2020	31/08/2020	Green		
P	**Implementation**							
T	Transfer of the local routine patient transport service to the LCO	Tanveer Kausser	100%	01/07/2020	01/07/2020	Green		
P	**Contract/performance Monitoring**							
T	Monitor activity and KPIs	Tanveer Kausser	20%	01/07/2020	31/03/2021	Green		
T	Post-implementation evaluation and monthly contract monitoring systems	Tanveer Kausser	0%	01/07/2020	31//10/2020	Green		
	Business As Usual (BAU)							
D	**BARDOC Contracts (with primary care)**			01/07/20	31/03/21			
P	**COVID Assessment Service**							
T	Monthly review and monitoring of activity	Shaju Ahmed	50%	28/03/2020	30/09/2020	linked to GP practice implementation of primary care SOP	Primary/Neighbourhoods - Sarah Crossley	
D	**7DAS**							
T	7DAS review	TBC	0%	TBC	TBC	Funding transfers to PCN development	Primary/Neighbourhoods - Sarah Crossley	
T	PCN readiness assessment	TBC	0%	TBC	TBC	Funding transfers to PCN development	Primary/Neighbourhoods - Sarah Crossley	
T	Review BARDOC services which may transition to PCNs	TBC	0%	TBC	TBC	Funding transfers to PCN development	Primary/Neighbourhoods - Sarah Crossley	
G	Primary Care Commissioning Committee	TBC	0%			Funding transfers to PCN development	Primary/Neighbourhoods - Sarah Crossley	
D	**Acute Visiting Scheme**							
T	LCO review as part of Virtual hospital / community MDT response	TBC		TBC	TBC	Linked to PCN, Virtual Hospital and UCCT	Primary/Neighbourhoods - Sarah Crossley	
G	LCO SMT / Primary Care Commissioning Committee	TBC		TBC	TBC	Linked to PCN, Virtual Hospital and UCCT	Primary/Neighbourhoods - Sarah Crossley	
P	**Alternative To Transfer**							
T	Review as part of GM CAS	Shaju Ahmed		TBC	TBC	Linked to GM CAS and LCO development		
G	LCO Board	Shaju Ahmed				Linked to GM CAS and LCO development		
P	**NWAS Contracts**			01/09/20	31/03/21			
T	Support / review contract development of NWAS PTS - GM task and finish group	Tanveer Kausser		01/07/2020	30/09/2020		GM/Blackpool CCG leading negotiations	
T	Support / review contract development of NWAS999/111	Shaju Ahmed		TBC	TBC		GM/Blackpool CCG leading negotiations	
T	Local Needs Assessment for PTS services	Tanveer Kausser		01/07/2020	30/09/2020		GM/Blackpool CCG leading negotiations	
T	Commissioning intentions and financial values to be agreed at ICB/LCO	Tanveer Kausser		01/10/2020	21/12/2020		GM/Blackpool CCG leading negotiations	
G	System Delivery Board	Shaju Ahmed		TBC	TBC		GM/Blackpool CCG leading negotiations	
D	**Resilience Planning 2020/21**							
P	**OPEL Dashboard and Action Cards**			16/04/20	30/08/20			
T	Transfer dashboard from V4 to GM Tableau	Tanveer Kausser		16/06/2020	31/07/2020			
T	Test and demo GM tableau system with SDB and partners	Tanveer Kausser		01/07/2020	30/08/2020			
T	Identify and establish key contacts to submit data	Tanveer Kausser		01/07/2020	30/08/2020			
T	System user guides and training needs analysis	Tanveer Kausser		01/07/2020	30/08/2020			
T	Review OPEL Action cards across sectors	Tanveer Kausser		16/06/2020	31/07/2020			
T	Agree OPEL action card for 2020/21	Tanveer Kausser		01/07/2020	15/08/2020			
T	New action cards added to tableau OPEL dashboard	Tanveer Kausser		01/08/2020	31/08/2020			
G	System Delivery Board sign-off	Tanveer Kausser		01/07/2020	31/07/2020			
P	**OPIT Dashboard**	Tanveer Kausser		01/07/2020	30/08/2020			
T	Work with BI teams to develop OPIT dashboard for HMR to enable system oversight and performance	Tanveer Kausser		01/07/2020	31/07/2020			
T	Test and demo system with SDB/LCO	Tanveer Kausser		31/07/2020	30/08/2020			
G	SDB/LCO sign-off	Tanveer Kausser		31/07/2020	30/08/2020			
P	**Surge Plan**			01/08/20	30/09/20			
T	Predictive modelling data to support winter assumptions	Shaju Ahmed / Tanveer Kausser		01/07/20	30/08/20	Will require BI capacity and GM Cap and Demand return to inform assumptions	Gap in primary care capacity and demand - appointments /workforce	
T	Update/refresh plan	Shaju Ahmed / Tanveer Kausser		01/09/20	30/10/20			
T	Monthly performance and finance monitoring	Shaju Ahmed / Tanveer Kausser		01/06/20	31/03/21			
T	Winter Communications Plan	Shaju Ahmed / Tanveer Kausser		01/09/20	30/10/20			
G	System Delivery Board	Shaju Ahmed / Tanveer Kausser		TBC	TBC			
P	**SRG**			16/06/20	30/09/20			
T	Identify if funding available for 2020/21	Shaju Ahmed		01/06/20	1506/20			
T	Review existing schemes in operation	Tanveer Kausser		01/07/20	31/07/20			
T	Discuss options for schemes funded as part of month 9 allocation that ceased in month 11 to susoort resilience	Tanveer Kausser		01/08/20	30/08/20			
G	System Delivery Board (dependent on funding allocations)	Shaju Ahmed / Tanveer Kausser		01/08/2020	30/09/2020			
D	**Paediatric Urgent Care**			01/07/20	31/03/21			
P	**Link/support to Paediatric Urgent Care Projects**	Shaju Ahmed / Tanveer Kausser		01/07/20	31/03/21			To support children's commissioning team in developing all age urgent care pathways
P	**Map PNP services on NHS111 DOS**	Shaju Ahmed		01/06/20	01/07/20			
T	Monthly review and monitoring of activity	Shaju Ahmed / Tanveer Kausser		01/07/20	31/03/21		Children's Commissioning Team	
G	System Delivery Board (if required)	Shaju Ahmed / Tanveer Kausser		TBC	TBC		Children's Commissioning Team	