

2019/2020 Operational Delivery Key Milestones (ODKM) - Version 5 - For GB January 2020

2019/20 is a critical year for the CCG, we have a deficit control total as a system of £192.4m and the CCG is accountable for meetings its individual deficit position of £75m. This plan will not be used in isolation, due to the financial imperative, the Financial Recovery Delivery Plan is of equal importance and all members of COT and SLT will be held accountable for delivery of both. Each month the COT team and Governing Body will report progress against this plan and the FRDP in public

No.	CP	Team	Milestone	Start Date	Due Date	Status	Delivery Owner	Department	COT Owner	Committee sign off	M Due	Q Due
1	!	CFO	CCG Financial Plan agreed by GB	01-Apr-19	28-Jun-19	Complete		Finance	Louis Kamfer	June GB	June	Q1
2	!	MD	CCG to agree PCN configuration	01-Apr-19	28-Jun-19	Complete	David Parke	Primary Care	Mark Sanderson	PCCC	June	Q1
3		MD	Align CCG staff x 6 to Alliance footprints to support PCN development	01-Apr-19	28-Jun-19	Complete	David Parke	Primary Care	Mark Sanderson		June	Q1
4		MD	Formal submission of investment plans	01-Apr-19	28-Jun-19	Complete	David Parke	Primary Care	Mark Sanderson		June	Q1
5		PSC	Staff survey pre-engagement complete	01-Apr-19	28-Jun-19	Complete	David Parke	Comms	Jess Bawden		June	Q1
6		Gov	Implementation of Diligent Board Pack	01-Apr-19	28-Jun-19	Complete	Bill Wilson	Corporate	Sharon Fox	July GB	June	Q1
7	!	DP	Decommissioning process agreed by GB	01-Apr-19	28-Jun-19	Complete		Delivery	Sue Graham	June GB	June	Q1
8		DP	STP Decommissioning Pipeline Group in place	01-Apr-19	28-Jun-19	Complete		Delivery	Sue Graham		June	Q1
9	!	DP	Delivery Plan agreed by GB	01-Apr-19	26-Jul-19	Complete	Juli Hitchborne	Delivery	Sue Graham	July GB	July	Q2
10		CFO	19/20 acute contracts signed (with benchmarking included)	01-Apr-19	20-Aug-19	Complete	Mark Balaam	Finance	Louis Kamfer		August	Q2
11		CFO	Agreed PHM data system supplier	01-Apr-19	20-Aug-19	Complete	Chris Gillings	Analytics	Louis Kamfer	COT August	July	Q2
12		MD	Achievement of 75% utilisation target for improved access	01-Apr-19	30-Aug-19	Complete	David Parke	Primary Care	Mark Sanderson	PCCC	August	Q2
13		MD	25% of all GP appts available to be booked "on line"	01-Apr-19	30-Aug-19	On-Track - annual reporting	Alys Turner	Primary Care (IT)	Mark Sanderson	PCCC	August	Q2
14		MD	Launch PC Innovation Academy PCN Clinical leadership programme	01-Jun-19	30-Aug-19	Complete	David Parke	Primary Care	Mark Sanderson	PCCC	August	Q2
15	!	PSC	Established new patient 'assembly'	01-Apr-19	30-Aug-19	Complete		Comms	Jess Bawden		August	Q2
16	!	CFO	Complete Medium Term Financial Plan	01-Jun-19	30-Aug-19	Complete	Rachel Pilsworth	Finance	Louis Kamfer	Sept GB	August	Q2
17		Gov	GB sign-off of permanent governance structure following pilot	01-Apr-19	30-Aug-19	Complete		Corporate	Sharon Fox	Sept GB	August	Q2
18	!	DP	System flow operational function established	01-Jun-19	30-Aug-19	Complete		Delivery	Sue Graham		August	Q2
19		Gov	CCG Constitution revised and approved by GB	01-Jun-19	30-Aug-19	Complete		Corporate	Sharon Fox		August	Q2
20		MD	Revised Local Enhanced Service offer to Primary Care agreed by GB	01-Apr-19	27-Sep-19	Complete	Dawn Jones	Primary Care	Mark Sanderson	October GB	Sept	Q2
21	!	CFO	Launch Population Health System	01-Jun-19	27-Sep-19	Ongoing	Chris Gillings	Analytics	Louis Kamfer		Sept	Q2
22		CNO	End Of Life new pathway agreed and commissioning intensions 20/21 agreed by GB	01-Jun-19	27-Sep-19	Revised date requested for completion - see Exceptions V5	Karen Hanscomb	Quality	Carol Anderson	October GB	01-Nov-20	Q2
23	!	DP	Revise pathway one and introduce a home first model	01-Apr-19	27-Sep-19 rev 31-Dec-19	Further revised date for completion - see Exceptions V5	Sara Rodreguiz	Flow	Sue Graham		01-Dec-19	Q2
24	!	COO	Implementation of shadow Urgent Care Model through the round table	01-Apr-19	27-Sep-19	Complete	Matthew Smith	Transformation	Louise Mitchell		Sept	Q2
25		Gov	EPRR Core Standards review	01-Jul-19	27-Sep-19	Complete		Corporate	Sharon Fox	September GB	Sept	Q2
27		CNO	Develop Practice Nurse Strategy for PCN Development	01-Jun-19	30-Sep-19	Complete (See note in Exceptions Report)	Danielle	Quality	Carol Anderson	October GB	June	Q1
28		CNO	All Fast Track reviews complete	01-Apr-19	30-Sep-19	Complete	Mandy Staples	CHC	Carol Anderson		June	Q1
29		MD	Introduction of Local Primary Care Impact Programme (to replace QEF) - revised date agreed	01-Apr-19	30-Sep-19	Complete	David Parke	Primary Care	Mark Sanderson	PCCC	September	Q2
30		CNO	Care Need Test review outcome and agreed with GB future model	01-Apr-19	30-Sep-19	Complete	Mandy Staples	CHC	Carol Anderson	Sept GB	July	Q2
31		CNO	Implement tier rate across all care home sector	01-Apr-19	30-Sep-19	Complete - new milestone added for next steps	Mandy Staples	CHC	Carol Anderson		August	Q2
32		Gov	Ensure implementation of EU Exit Preparedness Guidance	01-Apr-19	30-Sep-19	Complete		Corporate	Sharon Fox		October	Q3
33		CNO	High cost patient management operational model agreed	01-Jun-19	31-Oct-19	Complete		Quality	Carol Anderson		July	Q2
34		DP	Winter Plan agreed by GB	01-Jun-19	31-Oct-19	Complete	Matthew Smith	Flow	Sue Graham	November GB	August	Q2
35		AO	Finalise Long Term Plan by 15 November 2019		15-Nov-19	Completed submission for end of November - new Milestone added for next submission		Corporate	Jan Thomas	November GB	November	Q3
36		CFO	Negotiate 20/21 CT with regulators and system	30-Aug-19	29-Nov-19	Delayed - scheduled for conclusion end of February 2020 - see Exceptions	Rachel Pilsworth	Finance	Louis Kamfer		November	Q3
37	!	CFO	Agree 20/21 Activity and contract value for CUH, NWAFT and CPFT	02-Sep-19	29-Nov-19	Ongoing - triangulation gap - February 2020	Rachel Pilsworth	Finance	Louis Kamfer	December GB	November	Q3
38		DP	20/21 QIPP Plan approved by GB (Revised milestone to say completion of CCG 20/21 Financial Plan)	30-Aug-19	29-Nov-19	Delayed - triangulation of system plan and CCG plan continuing during January		Delivery	Sue Graham	December GB	November	Q3
39		COO	CCG as strategic commissioner form and function agreed by GB	02-Sep-19	27-Dec-19	Ongoing - see Exception Report V5		Transformation	Jan Thomas	December GB	December	Q3
40		Gov	CCG Leadership and Well-Led Domain Self-Assessment	02-Dec-19	27-Dec-19	Delayed - draft prepared will be presented to GB 4.02.2020		Corporate	Sharon Fox	February GB	February	Q3
41		CFO (AD)	Community Services Review complete with all decisions communicated	01-Apr-19	31-Dec-19	Delayed full completion of Milestone - CPFT Baseline Review scheduled for January GB	Rob Murphy	Contracts	Louis Kamfer/Jane Webster	January GB	December	Q3
42	!	CFO	System bed capacity and demand model complete 2019 - 2021	01-Jun-19	31-Dec-19	Ongoing	Chris Gillings	Analytics	Louis Kamfer	COT August	July	Q2
43		MD	Implement a Pilot POD scheme	30-Apr-19	31-Jan-20	On-Track for agreed revised date	Sati Ubhi	MOT	Mark Sanderson		October	Q3

44		COO (AD)	Commence devolution of Community Services	02-Sep-19	31-Jan-20	On-Track for agreed revised date		Transformation	Louise Mitchell (Jane Webster)	January GB	January	Q3
45		COO (AO)	Route map for getting to Integrated Care System agreed with STP	02-Sep-19	31-Jan-20	Not started		Transformation	Louise Mitchell		January	Q4
46		MD	Re-tender a Nutrition & Dietetic Service to replace the existing expiring contract	30-Sep-19	05-Feb-20	On -Track	Sati Ubhi	MOT	Mark Sanderson		February	Q4
47	!	COO (AO)	3 year as strategic commissioners approach published	01-Dec-19	29-Feb-19	Not started		Transformation	Louise Mitchell	March GB	March	Q4
48		MD	All patients will have online access to their full record from April 2020	01-Apr-19	31-Mar-20	On-Track	Alys Turner	Primary Care (IT)	Mark Sanderson		March	Q4
49		MD	All practices will be giving all patients access online to correspondence	01-Apr-19	31-Mar-20	On-Track	Alys Turner	Primary Care (IT)	Mark Sanderson		March	Q4
50		MD	All practices will no longer use fax machines	01-Apr-19	31-Mar-20	On-Track	Alys Turner	Primary Care (IT)	Mark Sanderson		March	Q4
51		MD	Implementation of Eclipse Live in 32 CPCCG Practices (1/3) coverage	01-Apr-19	31-Mar-20	On-Track	Sati Ubhi	MOT	Mark Sanderson		March	Q4
52	!	COO (CPA)	New Urgent care out of hospital contract signed	01-Apr-19	31-Mar-20	On-Track	Matthew Smith	Transformation	Louise Mitchell	January GB	March	Q4
53		COO (Gov)	Long term CCG accommodation agreed by GB	06-Jan-20	31-Mar-20	On Track		Transformation	Louise Mitchell	March GB	March	Q4
54	!	COO	INT Specification(s) agreed by GB & Alliance Boards	02-Sep-19	31-Mar-20	Not started		Transformation	Louise Mitchell	March GB	March	Q4
55		Gov	Ensure all statutory training requirements delivered to Governing Body in year	06-Aug-19	31-Mar-20	On-Track		Corporate	Sharon Fox		March	Q4
56		CFO	Finalise Primary Care DESCRO - achievement 75%		31-Mar-20	On-Track	Chris Gillings	Finance	Louis Kamfer		March	Q4

2019/2020 Operational Delivery Key Milestones (ODKM) - Version 5 - Exception Report - January 2020

Milestone Number	Team	Milestone	Date Due	Rationale for Delay / Recovery Plan	Proposed Revised Date
22	CNO	End Of Life new pathway agreed and commissioning intentions 20/21 agreed by GB	Initial date 27-Sep-19	It had been anticipated the CCG could replicate the NHS E model for end of life care, however this model of care is significantly dependant on a stable Hospice at Home service across the CCG Boundary. This is not in place and therefore the anticipation of the service going live at the end of December has not been met despite very engaged providers. The hospices are looking to recruit staff during January with the potential to a service commencing in February 2020 however this is dependant on the ability to recruit adequately trained staff. It is likely this project will not go live until April 2020. Revised Reporting Date end March 2020.	31-Mar-20
23	DP	Revise pathway one and introduce a home first mode	Initial date Sep-20	27-Paper taken to Chief Officer Team in September with Options: additional tasks required to engage LA and CPFT with formal decision making. Project paused as per Programme Management Office protocol and actions completed through October/November/December, new options appraisal to be reviewed at COT on 23.01.20 for further decision making.	31-Mar-20
24	COO	Implementation of shadow Urgent and Emergency Care Model	Initial date 27-Sep-19	The implementation of the shadow arrangements was delayed by six weeks but has now been put in place. Update provided to GB in AO Report 14.01.2020.	n/a
27	CNO	Develop Practice Nurse Strategy for PCN Development		The Practice Nurse Strategy has been completed. There is a request from Primary Care for this now to be embedded in the over-arching Primary Care Strategy. New Milestone to be added to complete this by end of March 2020.	n/a - new Milestone 57 added. Date for completion 31-Mar-2020
26	PSC	Communications and Engagement Strategy signed off by GB	Initial date 30-Aug-19	The date has now been agreed to conclude by the end of March 2020 to take account of the outcomes of the Big Conversation.	31-Mar-20
36	CFO	Negotiate 20/21 CT with regulators and system	29-Nov-20	This has been delayed due to system distance from control totals. The STP will have further discussions with the NHSE/I Regional team during January and February 2020.	29-Feb-20
38	PD	20/21 QIPP Plan approved by GB (to be revised to say Completion of Operational Plan (inc Finance) 2020-21)	29-Nov-20	The initial draft of the Medium Term Financial Plan incorporating CCG Financial Plan for 2020-21 presented to GB and signed off by GB end of November. A further submission date is awaited from GB. Further work to triangulate CCG and system plan underway. Date set for GB approval 28-01-20	31-Jan-20
39	AO	CCG As A Strategic Commissioner	31-Dec-20	Workshops underway with Governing Body to discuss approach to Strategic Commissioning.	Changed to Ongoing
40	Gov	Well-led Domain Self-Assessment	31-Dec-20	Draft self-assessment completed. Now to go through governance processes - ready for February GB	Feb-20
41	COO(PD)	Community Services Review complete with all decisions communicated	31-Dec-20	The outputs of the CPFT Baseline Work are being presented to GB in January. Re-work of Milestones going forward to be developed by the Chief Officer Team	To be agreed

Exceptions to Plan at Quarter 2

Milestone Number	Team	Milestone	Date Due	Rationale for Delay / Recovery Plan	Proposed Revised Date
10	CFO	19/20 Contracts signed (with benchmarking included)	20-Aug-19	CUHFT contract agreed. NWAFT - now agreed	The NWAFT Contract was agreed on 19.10.2019
12	MD	Achievement of 75% utilisation target for improved access	30-Aug-19	Quarter 1 achieved 74.9%. Await data for Quarter 2	
18	DP	System Flow Operational Functions Established	30-Aug-19	Proposal drafted for review by COT - alignment of personnel and roles required	
34	DP	Winter Plan Agreed by Governing Body	30-Aug-19	A system-wide workshop was held in July. The Plan is now under development and will be brought back to GB via IPAC in October and GB 5.11.2019.	Finalised for IPAC 28.10.2019. then to GB on 5.11.2019 for ratification
26	CPA	Communications and Engagement Strategy sign off by GB	30-Sep-19	Requested delay due to the commencement of the Big Conversation	Date to be agreed
22	CNO	End of Life	31-Oct-19	Work commenced, system wide workshop held. Task and finish group looking at embedding Bedford/Basilidon models. Proposed to be running with Fastrack element by end of Nov 2019 with a full revised pathwy by April 2020	Nov-20
23	DP	Revise pathway one and introduce a home first model	27-Sep-19		Dec-19
33	CNO	High Cost Patient Model Agreed	31-Oct-19	It has taken longer than expected to get data sharing agreements in place with Providers to get patient level data in place. These have now been agreed and work can commence on understanding the driver of need.	Jan-20
42	CFO	System bed capacity and demand model complete 2019 - 2021	31-Dec-19	The system has agreed a set up demand assumptions and we have bed models for CUH and NWAFT. The bed models are currently being validated as it shows a bed deficit at NWAFT despite an increase in the number of beds available. Following the validation, the bed models needs to be consolidated and community bed capacity needs to be added.	31-Dec-19
41 & 44	AD	Conclude Community Services review and commence devolution of services	31-Jan-19	It is proposed to combine these two milestones. The outcomes will be presented to IPAC on 17 December and then brought to the January Governing Body meeting.	Jan-20
46	MOT	Re-tender a Nutrition & Dietetic Service to replace the existing expiring contract	05-Feb-20	Trust have jointly approached the EOE Collaborative Procurement Hub requesting OJEU Procurement be completed as part of the membership fee. Next Steps: Firstly find out if Hub can procure for C&P System. If not, explore with Trusts whether they can procure (with existing skills & knowledge already in place). Otherwise the system would need to jointly fund external support to do procure via OJEU. Mark Balaam leading on discussions with Hub and Providers. An extension to the February 2020 contract expiry is likely to be needed to accommodate the OJEU Procurement timelines. This can be done as part of the wider OJEU bid via a VEAT Notice.	TBD
-	CPA	Stakeholder Survey	31-Dec-19	Removed as no longer taking place. Consider approach in its place.	Not applicable.

Note: COO actions have in some instances been re-allocated on a temporary basis