

# Governing Body

# REPORT

<b>Subject</b>	Primary Care Infrastructure Update Report
<b>Date</b>	2 <sup>nd</sup> November 2017
<b>Author</b>	Nikki Barnes, Head of Primary (Community & Social) Care Modernisation
<b>Lead Director</b>	Caroline Kurzeja, Director of Strategy & Transformation (Interim)

## Executive Summary

This report provides an update, and sets out the delivery plan, for the key primary care infrastructure projects underway within Bedfordshire.

The Out of Hospital Strategies, developed in partnership with both Local Authorities, set out the importance of digital innovation and estates modernisation to support us in delivering our transformation plans.

## Digital Transformation

The significant programme of work to improve information sharing between professionals is described, including both the strategic (medium-long term) and shorter-term tactical initiatives. A summary of achievements to date and the planned next steps are set out to ensure Governing Body oversight of this work.

## Integrated Hub Development

An update around the Hub Development Programmes within both Central Bedfordshire and Bedford Borough is provided for members of the Governing Body. The enabling work to conduct scoping and to develop appropriate business cases is set out, along with information around the sources of funding for this work. Applications for further funding have also been described.

## Recommendation

The Governing Body is asked to note the work underway to transform the primary infrastructure within Bedfordshire, to support delivery of the Out of Hospital Strategies.

## Links to the business and risks

### Relevant Strategic Objectives 2017/18 (please mark in bold)

**We will commission high quality, safe and sustainable models of care that deliver effective clinical outcomes and patient experience using evidence based decisions and best practice.**

**We will ensure that there is a financially sustainable and affordable healthcare system in Bedfordshire.**

**We will lead, engage and operate as an effective place based and STP wide system partner to achieve greater integration of care delivery.**

We will support local people and stakeholders to have an influence on services we commission to ensure our decisions are informed and shaped by local views and insights.

We will operate and manage our Governing Body to the highest standards of accountability and transparency.

<p><b>Links to Board Assurance Framework / Corporate Risk Register</b></p>	<p>Risks already described on Corporate Risk Register in relation to:</p> <ul style="list-style-type: none"> <li>• Information Governance considerations preventing effective information sharing between professionals</li> <li>• Delays in receiving national Estates &amp; Technology Transformation Funding to support development of Hub business cases</li> <li>• Affordability of Hub schemes</li> </ul> <p>Working towards reducing these risks through appropriate mitigating actions.</p>
<p><b>Details of additional risks associated with this paper (may include NHS England Assurance Framework / NHS Constitution)</b></p>	<p>No additional risks associated with this paper.</p>
<p><b>Financial Implications / impact</b></p>	<p>All enabling work is being delivered using funding secured from the national Estates &amp; Technology Transformation Fund (ETTF) and One Public Estate funding at this stage. Further applications for ETTF and capital funding have been submitted nationally, and are described in this report.</p> <p>There are no known financial implications associated with the enabling work at this stage.</p> <p>The Outline Business Cases for the Hub developments will quantify the financial implications associated with each scheme, to enable the Governing Body to make future decisions around the affordability of each scheme.</p>
<p><b>Legal Implications / impact</b></p>	<p>Not applicable at this stage</p>
<p><b>Partnership work / public engagement implications / impact</b></p>	<p>Ongoing engagement with partners in relation to the Hub programmes within Central Bedfordshire and Bedford Borough, and as part of the Information Sharing Programme governance structure.</p> <p>Stakeholder engagement carried out as part of the development of the Strategic Outline Cases for the Hubs in Biggleswade and Dunstable. Further engagement will take place as part of the next stage of planning – the development of the Outline Business Cases.</p> <p>Ongoing engagement with partners as part of Information Sharing Programme governance structure. Engagement</p>

	with patients and the public planned under STP Digitalisation workstream.
<b>Committees / groups where this has been discussed before</b>	Strategic Outline Case for Biggleswade reviewed by: <ul style="list-style-type: none"> <li>• Central Bedfordshire Hub Development Steering Group – 5<sup>th</sup> October 2017</li> <li>• Estates &amp; Premises Sub-Group – 12<sup>th</sup> October 2017</li> <li>• BCCG Executive Management Group – 26<sup>th</sup> October 2017</li> </ul>
<b>Other options available and their pros and cons</b>	N/A
<b>Background papers</b>	N/A

## **Primary Care Infrastructure Report – November 2017**

### **1.0 Introduction**

This report provides an update, and sets out the delivery plan, for the key primary care infrastructure projects underway within Bedfordshire.

The Out of Hospital Strategies, developed in partnership with both Local Authorities, set out the importance of digital innovation and estates modernisation to support us in delivering our transformation plans.

### **2.0 Digital Developments**

The core of the local vision for out of hospital services is the establishment of virtual teams delivering an integrated, multi-disciplinary approach to populations of 30-50,000. The successful delivery of this new model of care will require greater ability to share patient information and care plans between the professionals involved in their care.

There is a significant programme of work underway to improve information sharing. The majority of this work is being coordinated across Bedfordshire, Luton and Milton Keynes (BLMK), under the Sustainability and Transformation Partnership (STP), to maximise economies of scale. There are different elements of this programme, which are described below.

#### **2.1 Strategic Transformation Programme**

The STP digitalisation workstream (Priority 4) aims to maximise the use of information technology across the BLMK system to support the delivery of care and services in the community and in primary and secondary care. The workstream has been organised into six key projects:

- Provider digital maturity improvement
- Records, assessments and plans
- Predictive data analytics and operational intelligence
- Shared infrastructure and interoperability
- New ways of working
- Governance, engagement and leadership

Overseen by the STP Digital Transformation Board, these projects are working towards strategic (medium-long term) solutions, e.g. establishing a shared health and care record across BLMK, and establishing a system-wide risk stratification tool.

#### **2.2 Tactical Innovation**

Alongside the strategic work taking place across the STP, a shorter-term programme of work is underway to support closer working between teams and professionals. The “Information Sharing Phase 1” programme (part of the Records, assessments and plans workstream above) is hosted by Bedfordshire CCG on behalf of the three CCGs within BLMK.

The focus of the programme is on early tactical developments that largely exploit existing technologies, and advance the information sharing agenda through tactical solutions that can be progressed rapidly for clinical benefit.

#### **What Change Looks Like**

From a patient and clinician point of view, some examples of the changes that the programme aims to achieve are:

- GP practices able to book appointments in each other's systems and to write into each other's patients' records, where they share services/members of staff
- All members of the Primary Care Home MDT (multi-disciplinary team) able to see GP records for patients on their case load, and able to add to records as appropriate
- All professionals within a long term condition pathway able to access the same information and electronic care plan for patients
- Hospital clinicians able to write into patients' End of Life Care Plans
- All parts of the urgent care system able to see an extract from the patient's GP record, to enable better and faster clinical decision making
- To pilot care home staff able to access their residents' care plans electronically
- To pilot remote monitoring of high-risk residents in care homes, enabling earlier intervention when problems occur
- Patients able to access advice from their GP practice via e-consultation.

The programme is funded in 2017/18 with the £1.2 million secured by the BLMK CCGs from NHS England's Estates and Technology Transformation Fund (ETTF). An application for further funding of £3.5 million has been submitted to NHS England, to further enhance digital capabilities within primary care, and to support the roll-out of digital working within local care homes.

A significant element of the programme is around developing the necessary Information Sharing Agreements, and engaging with clinicians to enable them to safely and confidently share patient information with their colleagues from other teams/services.

### **Achievements to Date**

The programme is now well established, with robust governance, and has successfully achieved the following:

- Passed all necessary due diligence requirements to enable draw down of national funding (funding confirmed August 2017)
- Secondary Care TPP SystemOne Module called EHR Core being implemented across BLMK
- Recruited dedicated Information Governance resource
- BLMK Information Sharing agreements captured – now being analysed
- Business analysis and delivery teams being established within HBLICT and Arden & GEM (GP IT providers)
- Commissioned Strategic Options Appraisal for BLMK Target Interoperability Architecture
- Completed preparatory work to procure GP e-consultation technical solution (paused due to delays in the additional national funding for this development becoming available)
- 'Beacon' projects in development at Bedford Hospital and at the Luton & Dunstable Hospital to allow specific hospital teams to access SystemOne records and add to them, e.g. including discharge information and End of Life preferences.

## Key Milestones

A summary of the key milestones for the remainder of the programme are listed below.

### By the end of 2017:

- BLMK baseline established, technical solution/s agreed
- BLMK acute Trusts have access to SystemOne records through EHR Core
- GP Interoperability Toolkit rolled out to practices
- Sharing agreement signed by all BLMK partners
- End of Life Care Beacon project 'go live' within Luton & Dunstable Hospital
- Beacon projects confirmed within Bedford Hospital and Milton Keynes Hospital
- Remote monitoring in care homes options appraisal complete and pilot agreed
- Communications plan expanded and being implemented

### By the end of the financial year:

- Interoperability with 111/Out of Hours Service established
- BLMK SystemOne sharing solution in place for priority care settings
- Remote monitoring in care homes pilot implemented

### During 2018/19 we will (subject to further funding):

- Continue to support new models of care and ACS (Accountable Care System) development by maximising SystemOne use and sharing across BLMK

## 3.0 Integrated Hub Development

Alongside the digital developments, significant programmes of work are underway aligned to both Local Authorities to transform the estates infrastructure supporting out of hospital services.

### 3.1 Central Bedfordshire Hub Development Programme

Integrated Health and Care Hubs are a key enabler for securing high quality, resilient, integrated primary, community, mental health and social care services in each locality in Central Bedfordshire. These Hubs will be a focal point for joining up health, social care and other council services and the delivery of care closer to where people live.

Early focus has been on delivery of the Hubs in Biggleswade and Dunstable. This has been aided by funding through the Bedfordshire One Public Estate Programme, and the national Estate and Technology Transformation Fund (ETTF) to develop business cases.

The Strategic Outline Case for Biggleswade has recently been refreshed to reflect the emerging STP service and estates strategies and the local Out of Hospital Strategy. This has been assessed in detail by the CCG Executive Management Group, and it has been agreed that this scheme will progress to the development of an Outline Business Case, in partnership with Central Bedfordshire Council, utilising the ETTF funding secured in principle for this purpose.

Additional funding has been secured from One Public Estate to carry out scoping work and to develop the strategic cases for the remaining three Hubs; West Mid Beds, Leighton Buzzard and Houghton Regis. Central Bedfordshire Council will lead the commissioning of this work over the next couple of months, in partnership with the

CCG. This work will include engagement with clinical teams within each of these localities.

A Hub Development Steering Group has been established and is supported by a Programme Group comprising colleagues across Central Bedfordshire Council, in Adult Social Care, Assets, Major Projects, Children Services and locality and strategic leads from BCCG.

The Hub Development Programme for Central Bedfordshire is also part of the STP's wider Hub Programme and has been included as part of the Capital Bids Phase 2 for Transformation Funds. The STP is developing a Strategic Outline Programme (SOP), covering all Hub ambitions across the Footprint. It is expected that this will help to secure STP partner buy-in to the Hub model, and will help to prevent duplication of work across BLMK.

Work is also ongoing to work towards delivering an interim solution for co-location of the Ivel Valley Multidisciplinary team on the Biggleswade Hospital site.

### **Next steps**

1. Progress Outline Business Case (OBC) for the Hub in Biggleswade, in partnership with Central Bedfordshire Council. The OBC will include two models; a standalone Integrated Health and Care Hub in Biggleswade, and the development of a Health & Care Village – a wider development also incorporating additional care home provision on the same site as the Hub.
2. Support the commissioning of the STP-wide strategic and economic case for the Hub Programme
3. Refresh the Dunstable Hub business case, and progress to full Outline Business Case (subject to approval)
4. Commission Scoping/Strategic Outline Case development work for remaining Hubs.
5. Progress interim co-location solution on the Biggleswade Hospital site.

### **3.2 Bedford Borough**

The Bedford Borough Out of Hospital Strategy describes the local ambition for the development of Integrated Hubs to serve the localities in Bedford Borough as a focal point for joining up community based services, and the delivery of care closer to where people live.

A Hub Development Steering Group has been established, with senior leadership from both BCCG and Bedford Borough Council. Discussions are underway around the best potential configuration of Hubs within the Borough, with a view towards developing an Out of Hospital Estates Plan with partner organisations.

In partnership with Bedford Hospital Trust, the first Hub providing primary care-led urgent care services, alongside general practice provision, has been established within the Cauldwell Centre on the Bedford Hospital site. Capital funding has been secured via the STP from the national Capital Bids Phase 1 for Transformation Funds, to enable further improvement works within the Cauldwell Centre next year.

Other early work within the Bedford Borough Hub Programme has focused on the potential development of an Integrated Hub on the Bedford Health Village site (Kimbolton Road). Under the One Public Estate Programme, Bedford Borough Council has commissioned a feasibility study to consider the full development potential for the site, and how the delivery of a Hub on-site can best be enabled. The initial report from

this work is expected by the end of October, and will inform the next stage of developing the business case for the Hub.

In the meantime, an interim solution is being progressed for three practices within Bedford Borough to establish additional premises capacity within the Gilbert Hitchcock House building on the Health Village site. The three collaborating practices are experiencing high demand for new registrations and have experienced 'closed lists' situations due to premises constraints. BCCG is working to access national ETTF funding (Estates & Technology Transformation Fund) to support the refurbishment of a vacant part of the building, for the practices to establish a Joint Same Day Access and Long Term Condition service in this additional accommodation central to their combined catchment area in North/Central Bedford town. The additional revenue costs associated with this development have already been approved by the Joint Co-Commissioning Committee. It is expected this new facility will be open by the end of the financial year.

There are ongoing discussions with partners around the potential development of a Hub to serve Kempston residents. It has been agreed that the local One Public Estate Programme will apply for national funding to support scoping work to explore the feasibility of developing a Hub in Kempston.

### **Next Steps**

1. Review outcome of feasibility study for Bedford Health Village with partners, and agree next steps around progressing Hub business case utilising ETTF funding.
2. Progress the interim solution for three Bedford practices utilising vacant space within the Gilbert Hitchcock House building on the Health Village.
3. Continue discussions within Bedford Borough Hub Steering Group around developing a detailed shared vision and delivery plan for the Hubs to serve residents of the Borough.
4. Apply for One Public Estate funding to support scoping work in relation to a potential Hub in Kempston.

## **4.0 Actions Required of Governing Body**

The Governing Body is asked to note the work underway to transform the primary infrastructure within Bedfordshire, to support delivery of the Out of Hospital Strategies. In particular, the Governing Body is asked to note:

1. The Information Sharing Programme Phase 1 is progressing well, utilising £1.2m ETTF funding secured for 2017/18. An application for further funding totalling £3.5m has been submitted to NHS England.
2. Following detailed review of the Strategic Outline Case for the Biggleswade Hub by the Executive Management Group, BCCG will seek to proceed with drawing down ETTF funding from NHS England to commission the Outline Business Case, in partnership with Central Bedfordshire Council.
3. BCCG will seek to proceed with drawing down ETTF funding from NHS England to commission the Outline Business Case for the Dunstable Hub, once appropriate scrutiny of the Strategic Outline Case has taken place by BCCG's Executive Management Group.
4. BCCG has submitted bids for national capital funding via the STP, to support delivery of the Hub Programmes.

5. There are no known financial implications associated with the enabling Business Case development work at this stage. The Outline Business Cases will quantify the financial implications associated with each scheme, to enable the Governing Body to make future decisions around the affordability of each scheme.