

BOARD REPORT SUMMARY SHEET

Meeting: Date:	Trust Board 30 th January 2020
Title:	Transformation Programme Sustainability Update
Lead Director:	Aldrina Magwood, Performance and Reform
Purpose:	For Information

Key strategic aims:

The Trust has welcomed the development of the Transformation Programme which has allowed the establishment of over 100 Transformation projects, which span both acute and community services. There has been a total investment in Southern Trust during 2018/19 of £8.9m split: £6.7m for C&S Transformation, £2.1m for C&S Mental Health and £86k for C&S Severe Deprivation.

In 19/20 spend is anticipated to be a total of £16.2m split: £14.2m for C&S Transformation, £1.9m for C&S Mental Health and £81k for C&S Severe Deprivation.

C&S Mental Health funding is deemed Inescapable in nature and will attract recurrent funding from 20/21.

To date this investment has supported the recruitment of 310 headcount/232.9 WTE staff.

There have been ongoing discussions with Departmental colleagues and regional Project Owners (HSCB/PHA) to determine long term sustainability options, in line with projects deemed to add value.

The Trust has developed a monitoring and evaluation framework which reviews progress against key performance indicators and this continues to be managed via the local Trust Transformation Programme Board. Whilst robust evaluation at local and regional level is not yet complete, early indications recognise the impact these initiatives are having on patients and service users across the system.

Sustainability Position

During November 2019, the Department of Health requested that all regional programme owners work with Trusts to provide an assurance to Transformation Implementation Group (TIG) members and the Department, that viable sustainability plans exist moving into 2020/21. The Trust subsequently responded and recognised the value added to patients, clients and service users within the Southern area

however the Trust's ability to sustain all projects moving into 2020/21 would be extremely challenging.

The Trust has submitted a sustainability response, which shares a plan outlining a longer term strategy over the next 3 years, which is based on repurposing an element of demography funding, subject to positive evaluation and also repurposing other recurrent funding which is currently being utilised on a non-recurrent basis.

- The Trust recognises that some of the initiatives identified as being required to sustain are not demographic in nature.
- The Trust recognises that there remains a funding gap in 2020/21 of £4.7m and £1.8m in 2021/22 for which the Trust will require bridging support.
- Choosing to use demography funding to cover the cost of Transformation will have a significant impact on core service areas that cannot be addressed and inescapable demographic pressures will continue to emerge and are unfunded.

Key issues/risks for discussion:

- Availability of bridging funding to progress the sustainability plan.
- Potential service pressures arising from use of demography funding as noted.
- Managing transition of projects and associated staff which will be stood down at end of March 2020.
- Following a recent meeting with Department of Health, the Trust understands our response is being given due consideration and a further meeting is scheduled at the end of January to discuss with senior Department colleagues.

Summary of SMT discussion:

- SMT remain committed to the delivery of transformation initiatives however recognises that without additional resource moving into 2020/21, the ability to sustain all schemes will not be possible.
- SMT acknowledge that the use of demographic funding to sustain transformation projects is not ideal and also acknowledge that in most instances, these initiatives have not been in place long enough to evidence a sustained impact on patient care. Sustaining initiatives linked to Trust strategic priorities, via demographic funding will provide time to assess the longer term impact of initiatives.
- SMT acknowledged that the proposed financial package to support 'New Decade New Approach', may include potential options which could support sustainability however this yet unknown.

Human Rights/Equality:

- No comments noted.