



| WBS | ID | Task Name | Description | Type | Duration | Start Date | Completion Date | Forecast Completion Date | Actual Completion Date | Status | RAG | Lead Person(s) | Task Updates |
|-------|----------------|--|--|------|----------|------------|-----------------|--------------------------|------------------------|--------|-------|---|---|
| 1 | CQCLSR18.19-01 | A Shared City Wide Vision | A Shared city wide vision for older peoples care, developed and shared between service users, carers and families, the wider population and frontline staff across the NHS, Council and voluntary sector | | | | | | | | | | |
| 1.1 | CQCLSR18.19-02 | 1.1 Vision for Older People Across the City | Articulate, share and develop the vision for older people across the city and hold a series of workshops to further develop this and a level delivery plan to support the work. | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Rebecca Joyce ACP | 25/1/2019 5 public and staff workshops planned 28/1/2019 - 8/2/2019. Developing overall strategy, Older People one of 5 key priorities. Further staff and partner events being organised. Older People workforce workshops completed - links to changing care model/ overall strategy. 31/10/2018 - Progress Since July - Good. Plan agreed and workshops to be delivered in Jan 2019 as part of wider ACP vision/plan development. 25/09/2018 - The approach will be discussed and agreed |
| 2 | CQCLSR18.19-03 | Ensuring Older Peoples Views and Experiences become integral to our approach | Improvement in self-reported satisfaction from older people and family carers in receipt of health or social care support | | | | | | | | | | |
| 2.1 | CQCLSR18.19-04 | 2.1 Develop a Comprehensive Approach to becoming Person Centred City | Working with communities and system representatives to develop a comprehensive approach to becoming a Person Centred city across our health and care system across Sheffield. This will focus on "What Matters to ME" and bring together linked work such as Health Conversations, For Petes Sake, and the Alzheimers society - This is Me tool to identify the personalised needs of older people | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Nicki Doherty, CCG/ Jane Ginniver, ACP / Susan Hird SCC | Jan 19: Good strategic support for embedding Person Centred care throughout Older People's workforce strategy. Not yet developed into a system wide plan. Has been built into Liminal Leadership approach. Remains pockets of good practice, not yet systematic approach. No clear plan yet determined. As part of workforce strategy delivery plan, capacity to take this forward needs to be determined. |
| 2.1.1 | CQCLSR18.19-05 | 2.1.1 Strategic Agreement | Strategic Agreement to scaling up work and a tangible plan at July 2018 EDG | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Nicki Doherty, CCG/ Jane Ginniver, ACP / Susan Hird SCC | Jan 19: Strategic commitment secured. Growing good practice - plan required. |
| 2.1.2 | CQCLSR18.19-06 | 2.1.2 Developing Joined Up Training Plans | Developing joined up training plans to scale up this work and techniques | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Workforce Group | 25.1.2019 Older People workforce strategy workshops completed. Joined up trained key theme. Strategy to be developed by April. Implementation plan will be critical - need clear vehicle to deliver plan. |
| 2.1.3 | CQCLSR18.19-07 | 2.1.3 Working in partnership with the voluntary sector | Working in partnership with the voluntary sector to benefit from their considerable expertise in this area | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Green | Rebecca Joyce ACP | 25.1.2019 VAS now part of the ACP. Part of all work, VAS colleagues member of the workforce steering group. Review what recommendation is. |

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| 2.2 | CQCLSR18.19-08 | 2.2 Individual Patient Case Studies & Review end to end studies | Take a set of individual patient case studies and review end to end experience of our health and care system. Consider what could be better and does our action plan sufficiently address these cases and agree any additional actions. | Task | 6 Months | 01/10/2018 | 31/12/2018 | | | Open | Green | Sue Butler, STH | 25.1.2019 "Listen and learn" semi-structured conversations with patients planned to gather whole pathway experience, all partners supporting this approach. 31/10/2018 - Group Met. Individual cases being reviewed across organisations. Action plan to commence from end of December in line with commitments described 25/09/2018 - Meeting to be set up end of October 18. Action plan to commence from end of December in line with commitments described. Accountable by Executive Delivery Grp Patient experience leads taking forward |
| 2.3 | CQCLSR18.19-09 | 2.3 Implement an approach to engagement | Agree and implement an approach to engagement and co-design with Health watch and voluntary sector that builds on good examples within the city (ie Test beds, MASK) and build capacity and capability across local health and care services to effectively involve local people | Task | 0 Days | 01/07/2018 | 30/09/2018 | 31/10/2019 | | Open | Green | Rebecca Joyce ACP, Margaret Kilner, Healthwatch | 25.1.2019 Laura Cook from Healthwatch working 3 days into the ACP team. Public engagement events taken place for improving Older People's Experience in Care. Advisory Panel of patients recruited with first meeting February. "Listen and Learn" structured interviews taking place Jan/ Feb. Healthwatch agreeing with partners approach to generating approach to capturing "holistic" experience. Work being connected into WNHWT work. |
| 2.4 | CQCLSR18.19-10 | 2.4 Develop Regular Mechanisms | Develop regular mechanism to systematically share and learn continuously from older peoples end to end feedback as part of our evaluation and monitoring mechanism in relation to capturing and responding to system wide patient experience. This will be facilitated by vibrant quality improvement approaches across the system | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Green | Rebecca Joyce ACP, Margaret Kilner, Healthwatch | Jan: See above - advisory group and ongoing semi-structured interviews. 31/10/2018 - Group Met. Individual cases being reviewed across organisation. Action plan to commence from end of December in line with commitments described 25/09/2018 - Meeting to be set up by end of Oct 18. Action plan to commence end of Dec 18 in line with commitments described. Patient Experience Leads taking forward. Accountable by Exec Delivery Group |
| 2.5 | CQCLSR18.19-11 | 2.5 System Theme Feedback | Ensure system themes from older peoples feedback is shared with and built into training and development plans for our workforce to ensure a tailored and responsive approach | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Workforce Group | 25.1.2019 All feedback to be brought into the workforce strategy process. Patients involved directly in this work. 31/10/2018 - Will emerge through 12 week workforce strategy plan Accountable body: Workforce ACP Workstream 25/09/2018 - Feedback into workforce training plan limited. Accountable by Workforce ACP work stream |
| 3 | CQCLSR18.19-12 | Develop a Joined Up City-Wide Strategy for the Workforce | A joined up approach to ensure that Sheffield is an attractive place to work in health and care. A Joined up approach to tackling some of the shared recruitment and retention challenges with the older peoples workforce. A Joint approach to improving quality so that staff working across health and care have the tools they need put "What Matters to You" into action. A Joined up vibrant training programme to support and | | | | | | | | | | |
| 3.1 | CQCLSR18.19-13 | 3.1 Establishment of a Workforce Oversight Group | Establishment of a workforce oversight group to steer the development of a strategy to be co-designed with frontline staff across the city. | Task | 0 Days | 01/10/2018 | 31/12/2108 | | | Open | Green | Workforce Group | 5/1/2019 Group steering 12 week process. 2 co-design workshops completed, rich outputs for strategy. 31/10/2018 - Plan for approach agreed and now mobilising. 1st system wide workshop 18th December. Each partner is providing leadership capacity to support delivery alongside consultancy 25/09/2018 - Consultancy Commission Issued. GE Finnamore to provide support. Details of mobilisation awaited, due 4.9.18. Steering Group meeting planned for late Sept. Plan for approach agreed in principle. |
| 3.2 | CQCLSR18.19-14 | 3.2 Analysis of Workforce Data and Planning of Engagement Workshops | Analysis of workforce data and planning of engagement workshops | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Green | Workforce Group | 25/1/2019 - data collected from partners. Workforce modelling with data commencing, focusing on Band 2 level staff across system (carers/ support workers etc). 31/10/2018 - Plan for approach agreed and now mobilising. 1st system wide workshop 18th December. Each partner is providing leadership capacity to support delivery alongside consultancy 25/09/2018 - Consultancy Commission Issued. GE Finnamore to provide support. Details of mobilisation awaited, due 4.9.18. Steering Group meeting planned for late Sept. Plan for approach agreed in principle. |

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| 3.3 | CQCLSR18.19-15 | 3.3 Workshops to Develop Strategy Using Data Input | Workshops to develop strategy using data, input of front line staff and views of local older people | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Green | Workforce Group | 25/1/2011 9 -2 workshops completed December and January. All outputs to be brought together into single strategic approach. 31/10/2018 - Plan for approach agreed and now mobilising. 1st system wide workshop 18th December. Each partner is providing leadership capacity to support delivery alongside consultancy 25/09/2018 - Consultancy Commission Issued. GE Finnamore to provide support. Details of mobilisation awaited, due 4.9.18. Steering Group meeting planned for late Sept. Plan for approach agreed in principle. |
| 3.4 | CQCLSR18.19-16 | 3.4 Publication of overall city wide strategy for workforce | Publication of overall city-wide strategy for workforce, with a focus on older people that is co-designed and connects the front line and the strategic vision. This needs to incorporate the private sector, voluntary and community sector as well as the statutory organisations. We will involve unions across Sheffield in the approach | Task | 0 Days | 01/01/2019 | 31/03/2019 | | | Open | Green | Workforce Group | 25/1/2019 - see above. On track for April draft. 31/10/2018 - Plan for approach agreed and now mobilising. 1st system wide workshop 18th December. Each partner is providing leadership capacity to support delivery alongside consultancy 25/09/2018 - Consultancy Commission Issued. GE Finnamore to provide support. Details of mobilisation awaited, due 4.9.18. Steering Group meeting planned for late Sept. Plan for approach agreed in principle. |
| 3.5 | CQCLSR18.19-17 | 3.5 Key Work Force Initiatives identified in the Place Based Plan | Progress the key workforce initiatives identified in the Place Based Plan | Task | 0 Days | 01/10/2018 | 31/03/2019 | | | Open | Amber | Workforce Group | 25/1/2019 No Further Update 31/10/2018 - Progress since July: Part of Wider Workforce Strategy Work - will be part of workforce strategy plan. Capacity: SCC Business Partner work to Mark Bennett, HR OD Director 25/09/2018 - Plan work on this as part of workforce strategy. Arrangements for Steering group agreed, Strat Dev Proposal exp from Finnamore 4.9.18. Capacity SCC Bus Partner, wking with Mark Bennett HR OD Director |
| 3.6 | CQCLSR18.19-18 | 3.6 Embed a Training Module on Person Centred Care | Work with provider, voluntary and education partners to embed a training module on person centred care as part of the What Matters to You initiative | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Nicki Doherty, CCG/ Jane Ginniver, ACP/ Susan Hird SCC | 25/1/2019 - implementation plan still needs to be determined - needs to be worked into strategy implementation approach. 31/10/2018 - No update from last time 25/09/2018 - Person Centred Training to be part of overall Person Centred Care Plan. Part of overall person centred proposal to be developed following EDG discussion. Capacity PC team, Susan Hird and colleagues |
| 4 | CQCLSR18.19-19 | A City Wide Organisational Development Approach | Improved multi-agency working for older people. Improved pathways and communication between different services and parts of the systems. More seamless care for older people High job satisfaction | | | | | | | | | | |
| 4.1 | CQCLSR18.19-20 | 4.1 Develop Organisation Development Interventions | Develop organisation development interventions to support and improve multi-agency working between frontline inter-agency teams | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Green | Maddy Ruff, CCG | 25/1/2019: Neighbourhood based "liminal leadership" cohort 2 to commence March. Promote MDT working. 1/10/2018 - Progress since July: Plan agreed at EDG on 9th Oct. OD Workstream now mobilising plan to commence Jan 2019. ACP Wide plan but will incorporate Older People Focus. 25/09/2018 - OD Workstream refining plan for discussion at EDG Oct 18. ACP Dep Director to commence 17/09 OD Capacity will need to be released from each organisation to support. Accountable: Exec Del. Group |
| 4.2 | CQCLSR18.19-21 | 4.2 Develop Improved System Leadership Behaviours | Develop improved system leadership behaviours and attitudes at all levels to develop collective leadership approaches across the city. First stage will be build q plan as agreed by Organisational Development ACP workstream . This will build on the Liminal Leadership pilot delivered in Q1 2018/19 | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Maddy Ruff, CCG | 25/1/2019 - "Leading Sheffield" work commencing. Other work for tiers of leadership need to be developed. 31/10/2018 - Progress since July - Plan agreed at EDG on 9th October. OD Workstream now mobilising plan to commence Jan 2019. ACP wide plan but will incorporate Older People focus. 25/09/2018 - OD Workstream refining plan for discussion at EDG Oct 18. ACP Dep Director to commence 17/09 OD Capacity will need to be released from each organisation to support. Accountable: Exec Del. Group |

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| 4.3 | CQCLSR18.19-22 | 4.3 A Single Quality Improvement Approach | Working towards a single quality improvement approach across health and social care | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Mark Bennett SCC, Jane Ginniver ACP, Maddy Desforges VAS | 25/1/2019 SCC and VCSE have committed to this but not yet happening. 31/10/2018 - Progress since July: Single Q1 approach - Discussions commenced with SCC and VCSE. Plan - Ongoing discussions. 25/09/2018 - Single Q1 approach- awaiting update from SCC/MCA. Need clarity on next steps. Capacity Person Centred Team. Accountable: Exec Delivery Group |
| 4.4 | CQCLSR18.19-23 | 4.4 Build on System Wide Improvement Programmes | Build on and accelerate specific system wide improvement programmes for pathways within the ACP requiring improvement including: A Continuing healthcare processes B End of Life Care | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Amber | Chief Nurses | 25/1/2019 - Good progress on CHC - shared values and behaviours agreed and improvement programme. EOL??? 31/10/2018 - Progress since July: System Wide EOL Work. CCG leading work to refresh current actions and address CQC concerns 25/09/2018 - Good progress on CHC work across SCC/SCCG. Joint Training, SOP delivered. System Wide EOL not yet defined. Case for change considered Oct for overall prog. of work. Disc re shared budget ongoing |
| 4.5 | CQCLSR18.19-24 | 4.5 Develop a Learning Culture | With the first step a process that shares and reviews incidents, risks complaints and patient, family and carer experience across the system and routinely undertakes joined up system wide analyses and investigations, including root cause analysis where appropriate | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Green | Sue Butler, STH | 25/1/2019 - complaint reviewed on whole system basis and commitment to continuing this approach on trial basis - then intend to roll out. Learning shared with team. 31/10/2018 - Progress since July - please refer to 2.2 and 2.4 updates. Plan: Experience and governance leads now meeting across the system 25/09/2018 - Will be incorporated into overall plan for patient exp. to be ready Jan 18. Capacity Patient Exp/Governance leads. Accountable Body, Sue Butler co-ordinating/Exec Delivery Group |
| 5 | CQCLSR18.19-25 | Strengthening our Strategic Partnership | strengthening our strategic partnership with the voluntary community and faith sectors to provide more seamless joint working for older people | Milestone | 0 Days | 01/04/2018 | 31/12/2018 | | | | | | |
| 5.1 | CQCLSR18.19-26 | 5.1 Define New Strategic Working Relationship with VCF | Define new strategic working relationship with voluntary, community and faith (VCF) sector and consider how we create a mind set shift to this relationship across the city | Task | 0 Days | 01/07/2018 | 31/12/2018 | | | Open | Green | Cllr Chris Peace, Tim Moorhead, ACP Board Chairs | 25/1/2019 - Further consolidation of relationship throughout system required on ongoing basis. 31/10/2018 - Progress since July: Good progress VCSE confirmed as 7th member, strategic discussion at ACP Board. Strategic discussion between Chair & CEO of VAS and CEO of EDG & Prog Director took place 24.9.18 25/09/2018 - good progress, VCSE confirmed as 7th member, strategic disc at ACP Board. Strat disc. between chair and CEO of VAS and CEO of EDG and Prog Director planned 24/09 |
| 5.2 | CQCLSR18.19-27 | 5.2 Recognise the Contribution of the VCF | Recognise the contribution of the VCF to health and care across the city through formal invitation to be a 7th formal member of the ACP | Task | 0 Days | 01/04/2018 | 30/06/2018 | | | Closed | Green | Cllr Chris Peace, Tim Moorhead, ACP Board Chairs | 25/1/2019 - Action Closed. 31/10/2018 - No changes since last update 25/09/2018 - progress good - VCSE confirmed as 7th member, strategic disc at ACP Board. Strat disc. between chair and CEO of VAS and CEO of EDG and Prog. Director planned for 24/9/18 |

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| 5.3 | CQCLSR18.19-28 | 5.3 How the ACP will enable the VCF to have the capacity to provide strategic leadership to the ACP | Develop a clear plan about how this will be different and how the ACP will enable the VCF to have capacity to provide strategic leadership to the ACP and be a full partner | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Maddy Desforges, VAS, Rebecca Joyce, ACP | 25/1/2019 - Plan presented at December EDG but conclusions not drawn about next steps. Ongoing. 31/10/2018 - Progress since July: Get update from Maddy Desforges. Plan: EDG considering full proposal Dec 18. CEO discussions with VAS CEO through Nov to develop outline proposal 25/09/2018 - Get update from Maddy Desforges. Meatieer discussion required to understand how this will be different - deadline TBA. Accountable Exec Delivery Group |
| 6 | CQCLSR18.19-29 | Strengthening our Supporting Governance | <p>Strengthening our Supporting Governance to turn vision into timely action:</p> <p>Review how housing links into services for older people at operational and strategic level.</p> <p>Clear definition of key respective roles for health and well-being board (understanding needs and driving priorities at city-wide level). ACP driving actions to help achieve those priorities.</p> <p>Overview and Scrutiny committee ensuring accountability to local people both to work in</p> | | | | | | | Open | | | |
| 6.2 | CQCLSR18.19-31 | 6.2 Six Monthly Monitoring of Partnership Delivery | Establishment of 6 monthly monitoring of partnership delivery at overview and scrutiny committee | Task | 0 days | 01/04/2018 | 30/06/2018 | | | Closed | Green | Rebecca Joyce, ACP | 25/1/2019 ACP first appearance at Scrutiny took place January 2019. Review cycle established. 31/10/2018 - No changes since last update 25/09/2018 - scrutiny planned by ACP Board |
| 6.3 | CQCLSR18.19-32 | 6.3 Review relationship & operation of Health and Wellbeing Board & ACP | <p>Review relationship and operation of health and well being board and ACP</p> <p>This will include:</p> <p>Active review of practice by other Health and Well-Being boards and review of membership</p> | Task | 0 Days | 01/10/2018 | 31/12/2018 | 30/11/2018 | | Closed | Green | Cllr Chris Peace, Tim Moorhead, ACP Board Chairs | 31/10/2018 - Progress since July: Options appraisal to be considered at Oct HWB & ACP Board. Plan: Agreed option to be implemented thereafter 25/09/2018 - Agreed options appraisal. plan options appraisal by end of November 18 by ACP Director/Director of public health |
| 6.4 | CQCLSR18.19-33 | 6.4 Review and Strengthening of Relationships | Review and strengthening of relationship with housing in operational, governance and strategic inter-agency working for older people | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Amber | Phil Holmes SCC | 25/1/2019 - 25/1/2019 - . Closer relationships housing/ ASC leading to better delivery of equipment adaptations - operational. Joint development of supported housing focusing on key schemes where health, housing and care can be better aligned. Adlington more sheltered independent living as new model of Homecare currently being developed. L 31/10/2018 - No changes since last update in July. Plan: Working in SCC to delivery a joined up approach to housing and social care to deliver a more targeted & effective approach to housing older people 25/09/2018 - SCC Directors meeting agreed commitment to housing/prevention closer working 03.09.18. Planned disc in Oct on short & long term actions to avoid admission & expediate discharge |
| 6.5 | CQCLSR18.19-34 | 6.5 ACP Delivery Plan | A clear programme ACP delivery plan with milestones informed by the plans for each of the work streams. This will require the partnerships to identify and secure the resource to co-ordinate, communicate and drive each of the programmes | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Rebecca Joyce ACP | 25/1/2019 - Overall plan developing, will be drafted for April following public and staff consultation process currently taking place. 31/10/2018 - Progress Since July: Overall plan agreed at October EDG 25/09/2018 - Overall Plan: Some progress. Plan - refreshed expected 18/19. Capacity: ACP Team |

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| 7 | CQCLSR18.19-35 | Scaling up pilots, into sustainable, large scale change to ensure a meaningful shift to prevention | Focusing available resources on the support that has most impact for local people in helping them stay safe and well and preventing avoidable deterioration | | | | | | | | | | |
| 7.1 | CQCLSR18.19-36 | 7.1 Agree priorities for any short term funding (winter pressures) | Agree priorities for any short term funding available to alleviate winter pressures | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Closed | Green | | 25/1/2019 - Plan agreed and operational 31/10/2018 - Progress since July: Winter Funding Priorities. Plan: Set of agreements made. Plan for additional social care funding being determined for add. commitments (discussion Oct 18) 25/09/2018 - Winter Funding Priorities. Identify whether resource available. Meetings w/c 03.9.18 to progress. Capacity B Hughes/N Doherty (CCG) Dawn Walton & John Doyle (SCC) Accountable: EDG |
| 7.2 | CQCLSR18.19-37 | 7.2 Evaluate successful pilots and assess scale up | Evaluate successful pilots and assess scale up and implement on a city wide basis. This will include a review of Better Care Fund Schemes | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Nicki Doherty, CCG | 25/1/2019 - Commissioning & providers discussion underway re longer term new care model. Needs bringing together to ensure shared conclusions & approach. 31/10/2018 - Progress since July: BCF reviewed at EMG. Plan: Evaluation ongoing through EMG being led by BCF Manager. Overall action behind plan 25/09/2018 - BCF reviewed at EMG. EMG 05.09.18 Evaluation of BCF Schemes Capacity. B Hughes/N Doherty CCG, Dawn Walton & John Doyle SCC |
| 7.3 | CQCLSR18.19-38 | 7.3 Longer Term System Reshaping | Make recommendations about longer term system reshaping of investment priorities to develop new models of care and support (ie facilitated through the Sheffield Outcomes Fund etc) | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | EDG | 25.1.2019 - See above. Commissioner and provider discussions taking place on specific proposals. Needs to be brought together joint system approach. 31/10/2018 - No update on progress. Plan: Will be part of forthcoming commissioning round. Overall action behind plan. 25/09/2018 - Work commenced but needs greater pace and commitment to move into tangible actions/decision. To include BCF/Non elective plan (CCG/STH), SOF-timescale = risk. Accountable EMG/STH/SCCG |
| 7.4 | CQCLSR18.19-39 | 7.4 New Models of care for mobilisation | Mobilisation of new models of care and support through collaborative working which focus on multi-disciplinary multi-agency working and single inter-disciplinary care planning and records. These models must approach both the physical and mental health and well-being of older people building on approaches such as IAPT and other models across the city | Task | 0 Days | 01/01/2019 | 31/03/2019 | | | Open | Amber | Commissioning Directors SCC, SCCG | 25/1/2019 - urgency to ensure decisions & actions to mobilise new model of care. This timescale is pressing challenging now. 31/10/2018 - No updates on progress 25/09/2018 - New models of care for mobilisation. Plan: progress on integrated commissioning models and what we want need to be clear about priorities for early mobilisation |
| 8 | CQCLSR18.19-40 | Review key supporting Strat & Funct Enablers to improve Effectiveness | Review key supporting Strat & Funct Enablers to improve Effectiveness focusing available resources on the support that has most impact for local people in helping them stay safe and well, and preventing avoidable deterioration. More seamless joint working for older people | | | | | | | | | | |

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| 8.1 | CQCLSR18.19-41 | 8.1 Review of Digital Inter-Operability | Review of digital inter-operability and ability to share care information across boundaries | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Amber | Sheffiedl CIOs | 25/1/2019 Business case being developed. Needs higher profile, shared digital leadership for city to accelerate city wide approach 31/10/2018 - Progress since July: Sheff approach being defined. Part of wider ICS wk. Plan: ICT Directors met Oct 18. Part of ICS approach to implement integrated care record & flow. Full consideration Dec EDG 26/09/2018 - Digital inter-operability. Broad plan discussed but not yet embedded across Sheff. Leadership workstream not identified. Meeting planned of Digital Leads Sept 2018 to agree way forward. |
| 8.2 | CQCLSR18.19-42 | 8.2 Work towards a Joint Commissioning Strategy | Work towards a joint commissioning strategy across health and social care that includes a commitment to creating stability in the parts of the market that we wish to develop and strengthen as part of our new models of care. | Task | 0 Days | 01/07/2018 | 31/03/2019 | | | Open | Amber | Maddy Ruff, CCG, John Mothersole, SCC | 25/1/2019 Formal discussions on joint commissioning taking place between Cabinet and Governing Body. Discussions still ongoing. 31/10/2018 - Plan: Details of governance arrangements being confirmed on track for April 2019. 26/09/2018 - Progress made - to be fed back October EDG. Good progress on draft model on integrated commissioning, being consulted on via formal bodies in Sept 18. Capacity: B Hughes/N Doherty |
| 9 | CQCLSR18.19-43 | Ensure Flow & Best Use of System Capacity | Ensure Flow & Best Use of System Capacity so older people get timely support from the right person in the right place. | | | | | | | | | | |
| 9.1 | CQCLSR18.19-44 | 9.1 Ensure that the voice of the older person is heard | Ensure that the voice of the older person and those who care for them in their home is heard and listened to relation to getting them home. This will help to provide the right support and minimise the risk of the provision of non-value adding interventions which introduce waste and do not benefit the individual | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Green | Sue Butler, STH | 25.1.2119 - see 2.2, 2.3, 2.4. Good progress. 31/12/2018 - Progress since July: see 2.2, 2.3, 2.4 co-ordination of patient experience across the system plus 2.3 wider work with strategic and operational partner to strengthen approach in ACP as a whole 26/09/2018 - Plan: Overall plan to be mobilised in October. Capacity: Partner Support and Funds for Partner. Accountable body: UEC |
| 9.2 | CQCLSR18.19-45 | 9.2 Refresh of Independent Sector Homecare | Refresh of independent Sector Homecare "Primary Providers" | Task | 0 Days | 01/10/2018 | 31/12/2018 | | | Open | Amber | Phil Holmes SCC | 25.1.2019 - Reorganisd primary home care provision to ensure greater provision for the city. Incentive schemes introduced to increase capacity in periods of peak demand mobilised and helping pts leave hosp quickly. 26/09/2018 - 9.2-9.4 Series of actions taking place, co-ordinated by Phil Holmes Capacity: Phil Holmes and team Accountable: UEC |
| 9.3 | CQCLSR18.19-46 | 9.3 Development of Outcome based Independent Sector Homecare | Development of outcome-based independent sector home care | Task | 0 Days | 01/01/2018 | 31/03/2018 | | | Open | Green | Phil Holmes SCC | 25/1/2019 - be clear about locality model in city by March for new home care model with implementation by Oct. 26/9/18 9.2-9.4 Series of actions taking place, co-ordinated by Phil Holmes Capacity: Phil Holmes and team Accountable: UEC |
| 9.4 | CQCLSR18.19-47 | 9.4 Joint Commissioning and Quality Assurance of Homecare and Care Homes between Council and CCG | Joint Commissioning and quality assurance of homecare and care homes between Council and CCG | Task | 0 Days | 01/01/2018 | 31/03/2018 | | | Open | Amber | Mandy Philbin, CCG, Phil Holmes, SCC | 25/1/2019 - workstreams and project leads agreed. Aims to deliver consistent approach to quality to communication with providers to sustainable funding across NHS and SCC funded models. 26/09/2018 - 9.2-9.4 Series of actions taking place, co-ordinated by Phil Holmes Capacity: Phil Holmes and team Accountable: UEC |

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| 9.5 | CQCLSR18.19-48 | 9.5 Agreement and Joint Commissioning of Non-home None-acute Bed Capacity | Agreement and joint commissioning of non-home, non acute bed capacity | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Green | STH/ SCCG | 25.1.2019 Intermediate beds commissioned and working well, with good flow. Jointly managed across community team at STH/ Social Care 31/10/2018 - Progress since July: Refreshed commissioning approach across SCC/SCCG - still being discussed 26/09/2018 - No update at time of report although progress being made. Plan TBC, Capacity TBC, |
| 9.6 | CQCLSR18.19-49 | 9.6 Gold Level Board Rounds on all wards with high DTOC levels | Gold Level Board Rounds on all wards with high DTOC levels | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Amber | Jennifer Hill, STH | 25.1.2019 Largely in place, some risks around maintaining during operational pressures linked to Hadfield. 31/10/2018 - All 16 DTOC wards now have GOLD boards round in place (final work with MSK - still some silver). All others achieved. Sustained implementation of gold board rounds by Dec 18 26/09/2018 - Plan: To move onto plan for every patient to further build on this work Capacity: STH Service Improvement Team Accountable: WNHWNT - overall accountable body UEC |
| 9.7 | CQCLSR18.19-50 | 9.7 Roll out across STH of the SAFER patient flow bundle | Continued roll-out across STH of the 'SAFER' patient flow bundle (which incorporates daily senior medical review. All patients having a planned discharge date, flow of patients beginning early in the day and all patients with a long length of stay being frequently reviewed). All these actions are of vital importance in ensuring that patients receive timely and safe care in the most appropriate location | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Green | Jennifer Hill, STH | 25.1.2019 Roll out continuing, additional support from STH Organisational Development team during winter period. 31/10/2018 - Plan: Metrics demonstrate impact on length of stay. Ongoing implementation. Team considering how to scale up faster. 26/09/2018 - SAFER work progressing well - linked closely with Board Round Work. Plan: Ongoing implementation. Team considering how to scale up faster. Capacity: STH Service Imp. Team linked to WNHWNT |
| 9.8 | CQCLSR18.19-51 | 9.8 Initial Evaluation of 'Red to Green' work | Initial evaluation of RED to Green work to speed hospital decision making and discharge actions | Task | 0 Days | 01/07/2018 | 30/09/2018 | | | Open | Green | Jennifer Hill, STH | 25.1.2019 Roll out continuing, additional support from STH Organisational Development team during winter period. 31/10/2018 - Ongoing roll out of red to green pilot to all GSM and MAPS wards by end of Oct. Sustained implementation of red to green in GSM, MAPS and MSK by Dec 18. 26/09/2018 - Evaluation successful. Measured impact on internal delays. Still further work to build on. Red to green pilot completed (informed by ECIST guidance) 5 wards including high priority areas. |
| 9.9 | CQCLSR18.19-52 | 9.9 Physio and OT Assessment in Acute Setting within 24 hrs | Physio and OT assessment in acute setting within 24 hours | Task | 0 Days | 01/08/2018 | 30/09/2018 | | | Open | Green | Jennifer Hill, STH | 25/1/2019 - Highlight report outlines over 95% compliance with targets for therapy to support timely discharge. 31/10/2018 - KPIs for all metrics established. Programme plan reports good progress against plan at end of October but amber for impact. All ongoing work. 26/09/2018 - Plan: Ongoing work Therapy service improvement piece of work commenced Aug 18 (focusing on effective work between TOC/therapists/ward MDT), plus some work on therapy care assessment and tool. |
| 9.10 | CQCLSR18.19-53 | 9.10 Therapy Core Assessment and Triage Tool Roll Out | Therapy core assessment and triage tool rolled out to all wards | Task | 0 Days | 03/09/2018 | 30/09/2018 | | | Open | Green | Jennifer Hill, STH | 25/1/2019 - see above - all therapy actions as part of Hospital Complete project on track. 31/10/2018 - KPIs for all metrics established. Programme plan reports good progress against plan at end of October but amber for impact. All ongoing work 26/09/2018 - Plan: Ongoing work see 9.9 |
| 9.11 | CQCLSR18.19-54 | 9.11 Streamlined handover from hospital and community to single point of access | Streamlined handover from hospital and community to single point of access for community services | Task | 0 Days | 03/09/2018 | 30/09/2018 | | | Open | | | 25/1/2019 no update available at time of writing. 31/10/2018 - no updates since last report 26/09/2018 - Single Point of Access - Programme of work ongoing Plan: Detailed next steps TBC Capacity: SR Accountable body: UEC |

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|------|----------------|---|--|------|----------|------------|-----------------|--------------------------|------------------------|--------|-----|-------------------|---|
| 9.12 | CQCLSR18.19-55 | 9.12 Integration of Active Recover Services | Integration of Active Recovery Services provided by council and STH: common assessment, trusted assessors, single rostering system | Task | 0 Days | 03/09/2018 | 31/12/2018 | | | Open | | STH and SCC Leads | 31/10/2018 - no further updates 26/09/2018 - Integration of active recovery services - programme of working ongoing. Plan: detailed next steps TBC. Capacity: STH Operations Director, CCA and Head of Access & Prevention SCC |

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