

Harrow Out of Hospital Recovery Plan

How We Will Support Implementation

Health and Wellbeing Board, September 2020

This report provides a stocktake on progress in delivering the Harrow Out-of-Hospital Recovery Plan

Glossary

CCG: Clinical Commissioning Group

Comms: Communications

HHaCE: Harrow Health and Care Executive

ICP: Integrated Care Partnership

IC: Integrated Care

JMB: Joint Management Board

NWL: North West London

OOH RP: Out-of-Hospital Recovery Plan

PCN: Primary Care Network

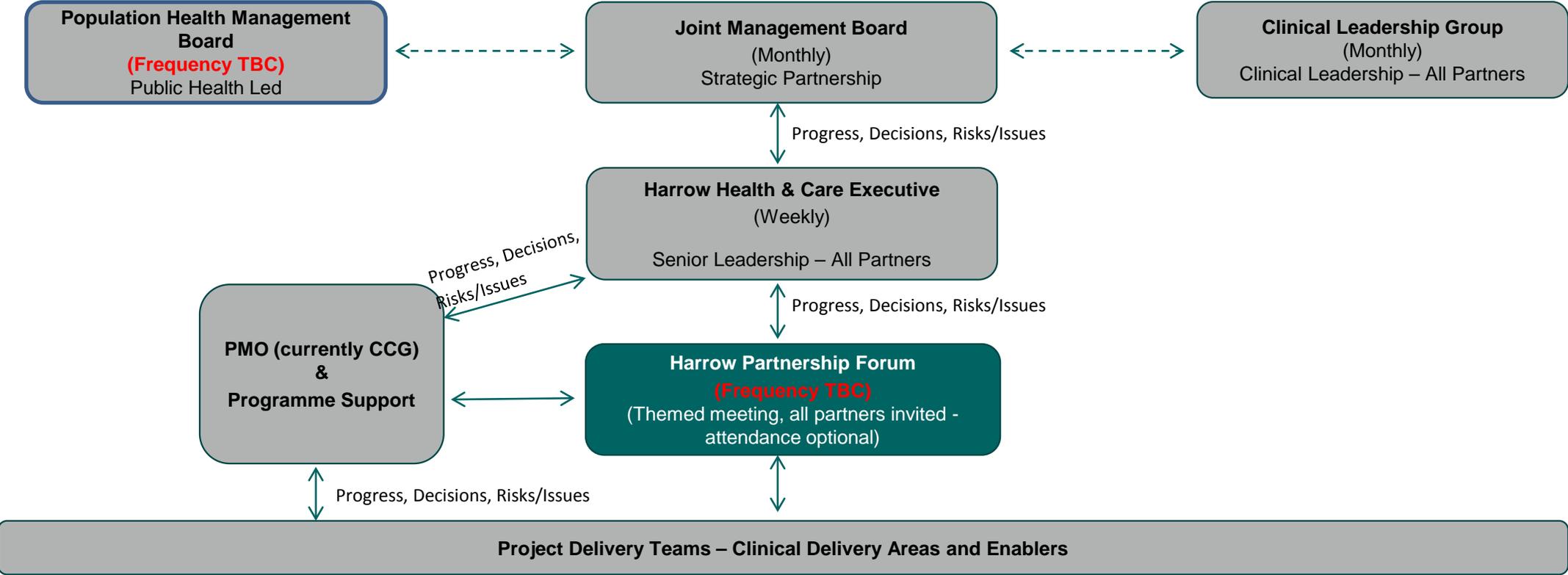
PMO: Programme Management Office

SRO: Senior Responsible Officer

ToR: Terms of Reference

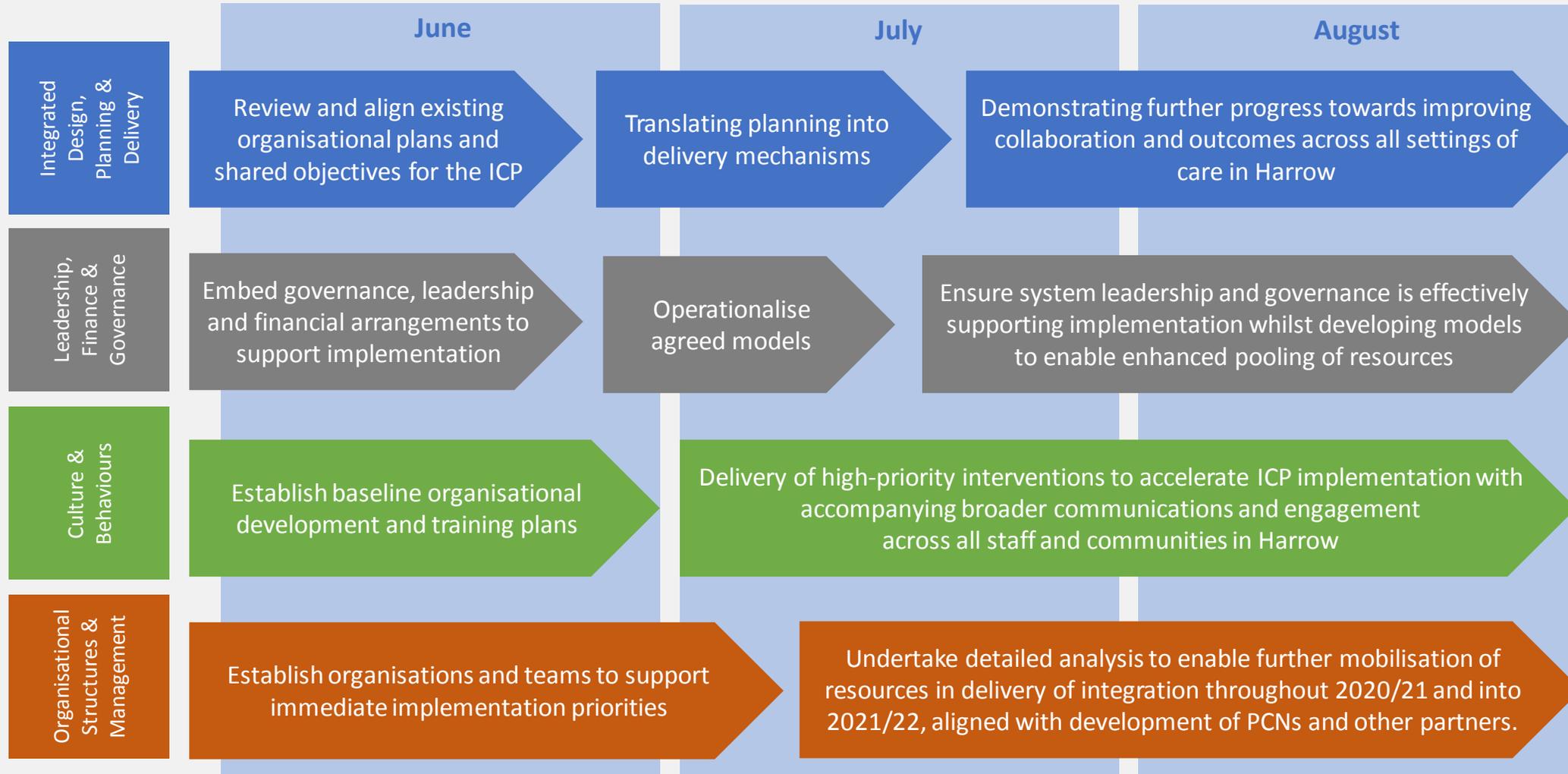
VCS: Voluntary and Community Services

Current Harrow ICP Governance



How we will support implementation

Developing Harrow Integrated Care Partnership (ICP): our next 100 days



100-Day Plan

July Objectives

Plan	Status
Operationalise agreed models <i>(Leadership, Finance and Governance)</i>	Completed leadership/governance. Workstreams set-up and running. Finance – as part of wider finance discussion on resourcing of workstream delivery teams
Translating planning into delivery mechanisms <i>(Integrated Design, Planning and Delivery)</i>	Implementation model completed. Logic models and work plans being developed for each workstream to track outcomes of OOH RP. CCG PMO supporting Programme manager re: programme monitoring activities.
JMB – 11th August	

100-Day Plan

June

Plan	Status
Review and align existing organisational plans and shared objectives for the ICP	Complete – all priorities and shared objectives have been identified.
Embed governance, leadership and financial arrangements to support implementation	<ul style="list-style-type: none"> • SROs and management support identified • Governance proposed • Financial arrangements – On-going
Establish baseline organisational development and training plans	Covid Education and Training proposal has been circulated. Longer term plans to be agreed and signed-off.
Establish organisations and teams to support immediate implementation priorities	Completed – known projects and teams under each priority area identified and circulated to partners.
JMB – 14th July	

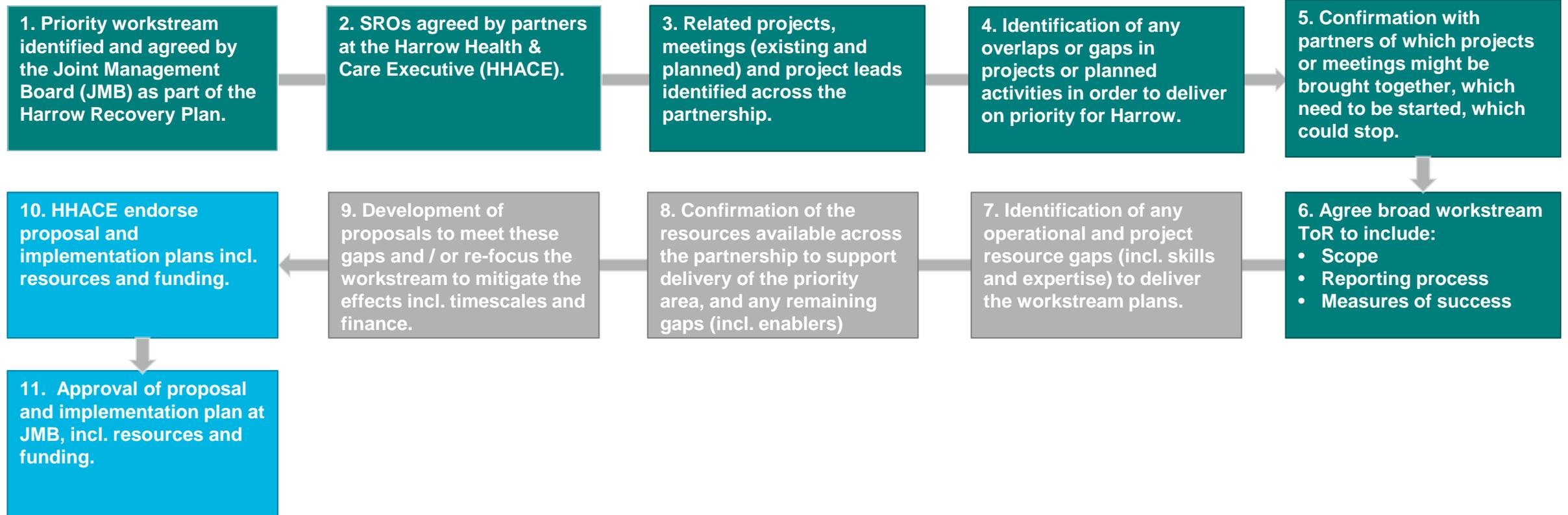
100-Day Plan

August Objectives

Plan	Status
<p>Demonstrate further progress towards improving collaboration and outcomes across all settings of care in Harrow (Integrated Design, Planning and Delivery)</p>	<p>Membership on each workstream includes relevant health and care system partners. Decision devolved about VCS sector engagement (with the workstreams) to the VCS sector. Proposed model to be presented after VCS workshop in October 2020. Work started on mapping IC Outcomes Framework to OOH RP outcomes (including indicators). Outcomes will be tracked in workstreams..</p>
<p>Ensure system leadership and governance is effectively supporting implementation whilst developing models to enable enhanced pooling of resources (Leadership, Finance and Governance)</p>	<p>Extended HHaCE meeting on a fortnightly basis by ½ hour for leadership to focus on interdependencies across workstreams. Governance confirmed at HHaCE on 14.08.20. 3 meta risks identified re: Subsidiarity, finances and resources. Standing item on HHaCE to resolve/mitigate each. Resource gaps or duplication being identified in workstreams and resolved there. Any requiring strategic support are captured for escalation to HHaCE and JMB. Governance and membership for each workstream finalised.</p>
<p>Delivery of high-priority interventions to accelerate ICP implementation with accompanying broader communications and engagement across all staff and communities in Harrow (Culture and Behaviours)</p>	<p>Priority areas of work identified for each workstream. Delivery plans being developed where not already in place. Comms and Engagement plan: Alex Dewsnap leading with VCS on comms and engagement with communities and VCS organisations. Mike Waddington leading on staff comms and engagement. Workstreams identifying specific comms and engagement asks. Education and Training plans to accelerate delivery of key areas e.g. MDTs. Meet and greet workshops with PCNs and community providers.</p>
<p>Undertake detailed analysis to enable further mobilisation of resources in the delivery of integration throughout 2020/21 and into 2021/22, aligned with the development of PCNs and other partners (Organisational Structure and Management)</p>	<p>Required: alignment of Phase 3 letter People Plan, single CCG plan and PCN workforce development plans with workstream implementation plans.</p>
<p>JMB – 8th September</p>	

Workstream “Planning to Implementation”

Green – completed; Grey – in progress; Blue – to be completed



The purpose of this process is to support the partnership in:

- a) **Identifying and aligning activity and resources** around the delivery of shared priorities.
- b) **Mapping any gaps required support** for implementation, for example in relation to clinical expertise, data and analytics, communications and engagement.
- c) **Agreeing a shared way forward with partners** to ensure that the workstream is deliverable and the SROs are appropriately supported in overseeing that delivery.

At the end of the process there should be clarity around how activities fit together across Harrow in the context of the priorities of the recovery plan, and who is responsible for doing what in implementing the associated changes.

Workstream Update

Priority	Status
Support for Shielded Residents	Care Planning Spec for adults who are highly clinically vulnerable being signed off. Monthly link into North West London Programme.
Learning Difficulties and Autism	ToR confirmed. Reviewing latest government guidance in relation to OOH RP. Meeting monthly.
Prevention, Self Care and Social Prescribing AND Carers	ToR confirmed. Cervical and Bowel Screening identified as priority areas. Development plan in progress. Carers Sub-group – meeting on 26.08.20 with the Local Authority, Harrow Carers and Carole as Senior Responsible Officer (SRO). Next steps for primary care engagement and education agreed. Will meet monthly to progress plans.
Long Term Conditions	ToR and Logic Model reviewed – for update and sign-off. Diabetes, Respiratory and Cardiology identified as priorities. Baselines being confirmed. Respiratory plan being developed.
Mental Health and Wellbeing	ToR confirmed. Logic model updated. Work plan in development. Now meeting monthly.
Children and Young People (CYP)	ToR confirmed. Logic model in progress. CYP strategy being developed with partners.
Frailty and Care Homes	Final ToR for sign-off. Meeting fortnightly. Work plan for priority areas finalised. Same Day Emergency Care (SDEC) and latest guidance re: discharge added to workplan. Logic model in progress. Care Homes Direct Enhanced Scheme (DES) – meeting held with wider community providers on 27 th August. Multi-Disciplinary Team (MDT) model shared. Monthly MDT and weekly ward rounds. Gaps identified. Next steps agreed.
Tackling Inequalities	Linked into NWL BAME Advisory Group. PCN demographic data being analysed via the Whole Systems Integrated Care dashboard (to identify top ethnicity and risk factors by PCN). This will also inform Prevention Workstream.
Safeguarding Sub-group	Partner leads reviewing OOH RP.
Comms and Engagement	External engagement: HHaCE endorsed proposal that Harrow Community Action and partners to review OOH RP and propose engagement model. 2 nd VCS Workshop proposed for October. PCN demographic data will inform engagement strategy.
Integrated Education and Training	Training plan completed and circulated. Faculty presented plan at the GP Forum to engage GP community and request attendance.
Digital Transformation	To be reconvened – meeting on 10.09.20

Other Priority Areas Identified On Recovery Plan

Priority and Leads	Status
Implement Covid-19 Lessons Learnt (Workstream SROs/Leads, Ayo Adekoya)	Incorporate into workstreams Care Homes Lessons Learnt Session held on 20.08.20. Feedback are being incorporated into a Care Homes Support Group Action Plan. September Partnership Forum to focus first wave lessons learnt, preparation for surge and winter planning.
Identify key areas of increased demand to address (Managing Risk and Safety) (CCG SLT)	In progress
Develop our shared System Risk Log (PPL and SROs)	3 system risks raised at JMB 14.07.20. Standing item on HHaCE. Meetings being convened to focus on each risk.
Develop Resource Plans – sharing and pooling resources Confirm resources available to support key delivery areas Confirm resource gaps Confirm PMO support (incl. data analysis and project management) (Ayo Adekoya/CCGPMO)	In progress. See implementation plan (slide 2).
Refresh Terms of Reference for ICP boards (Board Chairs)	ToR for former Provider Management Board (now <i>Partnership Forum</i>) being refreshed. Other boards – for review
Confirm and communicate latest borough testing and Track & Trace plans	Completed
Confirm Infection Prevention and Control arrangements (Zoning/Segregation)	Completed