

Workstream 3: Commissioning quality services that are accessible to all when needed

Aim: To support commissioners and service providers to design and implement models of care which promote integration and care that feels coordinated to those using, and delivering, end of life care

Status		Update e.g. key successes and issues over the past two months	
01 October 2017	<p>Key successes:</p> <ul style="list-style-type: none"> - Metric included in the CCG IAF for 2017-18 - % of deaths with 3 or more emergency admissions in the last 90 days of life. - Contract awarded for care of the dying adult audit to NHS Benchmarking - Work has started to develop community currencies - Gateway clearance has been achieved for the STP packs and they will be launched by the end of October - A series of workshops for STP leads are being planned for delivery in Jan-March 2018 - Hospice UK has gained the licence to be an ECHO hub - Lots of examples of regional teams sharing best practice and engaging with STPs 	<p>Reason for Current RAG Rating</p> <p>Whilst the majority of deliverables within this workstream are on track, there are a number rated Red, Amber Red and Amber which need to be progressed before the RAG rating can be improved. There remain a set of risks associated with the procurement of the survey of bereaved carers which haven't progressed since the previous meeting. New risks have been identified around engaging with STP leads to attend 5 workshops being held across the country and another risk around the future of the knowledge hub. There is also the risk around regional delivery which impacts on this workstream, in particular the deliverables around sharing best practice and supporting STPs. Until these risks are reduced through mitigation, the current RAG will not improve.</p>	<p>Actions in place to address RAG rating</p> <p>To sustain and/or improve the RAG rating, mitigating actions could be progressed for the highest rated risks. Specifically, that both experience survey business cases are progressed, the national EoLC team continue to engage with the regions to support delivery and STP leads are engaged and commit to attending the national workshops being developed.</p>
Delivery Confidence (RAG)			
This Period			
A	<p>New issues:</p> <ul style="list-style-type: none"> - STP data packs are currently being refreshed due to issues with the data provided to NHS England - Hospice UK have encountered an unanticipated delay in the approval from NHS Digital for the qualitative branch of the HOLISTIC study, as we discussed at the last meeting of the Programme Board. They have established that the issue arose as a result of NHS Digital taking the view that their existing MoU with PHE did not provide an adequate legal basis for the release of the data to PHE (which had been the proposal that we discussed with NHS Digital earlier in the year). Hospice UK are now expecting to submit a fresh application to NHS Digital without PHE as a way around this difficult, and the indications are that this should be possible. 		
Last Period			
A			
Decisions required by Programme Board:			
- The Board is asked to approve the amended outline timeline for the HOLISTIC study, subject to approval from NHS Digital for the qualitative branch of the study.			

Milestones				
Key milestones achieved this period	Milestone Achieved: Y/N	New completion date if required	Key milestones due next period	Expected Completion date
<p>Spread innovation and best practice around the country (NHSE): Regionally there has been a lot of activity - this is just a snapshot.</p> <ul style="list-style-type: none"> - In London, work has taken place with the Dementia Clinical Network to investigate interdependencies and cross over between the work of the two networks - and case studies are being collected through the 'Transforming EoLC workstream'. And on 20th September the EoLC Network hosted a half day event for Clinical Leadership Group and workstream members. This provided the opportunity to look at the national and regional picture for EoLC, reflect on progress made by the network over the past year and discuss the direction of the CLG going forward. - In the south monthly bulletins and regular groups continue. Plans are being developed for a sharing best practice event in February and in Wessex, care homes have all been contacted with a view to offering education. In the South East the South East Coast Ambulance Service are focussing on improving the capability of the ambulance service in Kent, Surrey and Sussex to manage patients at the End of Life by creating a leadership network for enthusiasts within the ambulance services and seeking understand the factors that affect an ambulance clinicians decision making about this complex group of patients. - In the North, Lancashire & South Cumbria launched their own clinical practice summary of guidelines on symptom management at end of life and rolled out with the support of education materials. The Cheshire & Merseyside hospital transform group have also produced guidance on preparing for a successful CQC visit. - Across Midlands and East, engagement with local networks continues to relay national messages and identify and share local good practice on an ongoing basis. Other specific pieces of work include sharing Heart Failure and end of life pocketbooks developed within one locality in the East Midlands and in the East of England, working with Emergency and Urgent care SCN lead to review 111 Directory of services and access to rapid response provision at the end of life. 	Y	N/A	<p>Spread innovation and best practice around the country (NHSE):</p> <p>The national EoLC monthly webinar series continues - 07 November sees a focus on Education and Training, in partnership with HEE, and the 12 December webinar will focus on inequalities in EoLC.</p> <p>Regionally, there are various plans - here is a snapshot:</p> <ul style="list-style-type: none"> - In the West Midlands, resource dependant, will promote new West Midlands Register of Innovation 'Buddy Register' and grow EoLC Facilitators. They will also share opportunities as Health Education England Team and launch new Specialist MentorNet system function - plan promotion and recruitment for palliative care mentors. - In the South East the network leads are facilitating / delivering Care Home Collaborative on 3rd October showcasing best practice in care homes across Kent, Surrey and Sussex including EoLC confidence building/training and identifying patients on GP registers residents in care home who are at EoLC stage 	Ongoing

Knowledge Hub (NHSE): a task and finish group has been established and will meet on 12 October. Terms of reference have been drafted for the group outlining its purpose which includes: 1) Confirm the uniqueness and purpose of the website, including the audience, and how it interacts and relates to other websites in this area 2) Suggest changes to the format of the site to improve functionality and usability [based on user feedback and statistical evaluation] 3) Propose development opportunities, including suggested approaches for increasing traffic to the site using targeted communication activities. 4) Outline management and oversight options and 5) Present sustainable funding options for the Ambitions website going forward including approximate costings.	Y	N/A	Knowledge Hub (NHSE): The task and finish group will present their findings and propose next steps to the Ambitions Partnership in November.	Nov-17
NICE Guideline for EoLC for children and young people (NHSE/TfSL): Together for Short Lives have completed their survey of local areas to understand current compliance against the NICE guideline. The data is being analysed to produce a baseline with benchmarking.	Y	N/A	NICE Guideline for EoLC for children and young people (NHSE/TfSL): A copy of the final report will be sent to NHS England and each regional/national network will also be provided with an individual report as well as the national report.	Nov-17
Supporting STPs (NHSE): STP data packs are being refreshed following an issue with the data provided to NHSE. They have received Gateway clearance and will be updated, published and launched by the end of October. National STP events are being organised - a series of 5 events across the country targeting STP leads, bringing together local network leads and other delivery partners to explore the benefits of focussing on EoLC and offer practical help. Events scheduled for Jan-Mar in 2018. Locally, regional leads have reported progress in engaging with STP leads - the following is just a snapshot: - Lancashire & South Cumbria are working with STP in collaboration with Macmillan to develop the content of the EoLC work stream. - Greater Manchester & Eastern Cheshire, Lancashire & South Cumbria, East of England and East Midlands networks have supported localities to use the ambitions framework baseline toolkit to develop an overview of the successes and gaps and to guide action planning. For example, in East Midlands three localities created end of life care strategies to contribute to their individual STP's based on the results. - Thames Valley have developed the 'Case for Change' to support an 'Economic case for End of life care' with Public Health England. Draft paper is being produced and will be presented at the commissioner's forum meeting. - In the West Midlands Clinical Network/Midlands and East a 'West Midlands Sustainability & Transformation Partnerships Data, Knowledge and Intelligence Report' has been finalised. Communication plan drafted to include key presentations including urgent and emergency care forums.	Y	N/A	Supporting STPs (NHSE): STP packs to be published and launched by the end of October. STP event planning to continue. Across the country regional leads have further planned activities, for example: - In London, Introductory meetings will take place between the EoLC Network Clinical Leads and the STP leads to establish working relationships and support needed. - In the South, North and Midlands and East region the focus will be on working with the national team to develop the STP events, circulating the STP support packs that are being developed nationally and in the South in particular, arranging meetings with each of the STP leads.	Mar-18
National EoLC Clinical Intelligence Network (PHE): - Care home indicators have now been uploaded to the EoLC Profiles tool. - Fieldwork for the commissioned research exploring community propensity and capacity to support public health approaches to EoLC has progressed well and preliminary findings were presented at the 2017 PHE Conference. - EoLC STP data tool and metadata guide were published on 18 July but an error in CCG codes was subsequently discovered. NHSE priority indicators have been fully corrected and were sent to NHSE on 2 October. Work continues to check the remaining indicators on the STP tool. - Analytical work on the Atlas of Variation for EoLC is complete and writing of the introduction and Atlas sections is underway.	Y	N/A	National EoLC Clinical Intelligence Network (PHE): - Review and scoping of reconfiguration of EoLC Profiles indicators will continue. - Work will commence on production of a suite of products to support EoLC for older people later in the year. - A final report on the community propensity and capacity to support public health will be produced. - Work will continue on checking EoLC STP data and republishing the data tool and metadata guide. - Continuing work on the Atlas of Variation. Data will be supplied to NHSE for the metrics.	Mar-18
Care of the dying national audit (NHSE): Contract has been awarded for the national audit - NHS Benchmarking - preliminary meeting held.	Y	N/A	Care of the dying national audit (NHSE): Project will commence 1 October.	TBC
Community currencies (NHSE): Work has started to develop community currencies for EoLC.	Y	N/A	Community currencies (NHSE): The second meeting of Task and Finish group is scheduled for 9th October - expect to agree design principles at this meeting.	Ongoing
National survey of bereaved carers - VOICES (NHSE): Open tender business case received NHS England, DH and Ministerial approval. HMT approval underway. Contract drafted, awaiting NHS England contracting team support. Single tender action business case now fully approved. Contract with ONS drafted, awaiting NHS England contracting team support. Open tender procurement exercise complete but chosen supplier cannot be notified until the open tender business case is fully approved. Update received from ONS regarding progress on internal safeguarding reporting.	N	Oct-17	National survey of bereaved carers - VOICES (NHSE): Once HMT approval has been received, the contract will be approved by NHS England and signed with chosen supplier. When open tender business case is signed off the contract can be agreed with ONS and work can commence. The safeguarding process will also be finalised at this stage. The questionnaire and respondent letter will be finalised upon notification of appointment of the successful supplier. Fieldwork for the survey of bereaved carers is expected to begin late October.	May-18
Hospice interventions project (NHSE/Hospice UK): A delay has occurred in securing approval from NHS Digital for access to the patient identifiable information that is critical to the research methodology. Hospice UK have been working closely with NHSE and NHS Digital over the summer to understand the cause of this issue and to seek a resolution. It is, however, now clear that this delay means that submission of the final report in October 2017 is not possible.	N	N/A	Hospice interventions project (NHSE/Hospice UK): Hospice UK propose an amendment to the project timelines, which would involve submitting a further interim report to NHS England in October summarising the qualitative research findings and setting out details of the issues we have faced with the quantitative branch. Hospice UK then propose that they would publish an initial report of the qualitative findings in November 2017. Subject to securing approval from NHS Digital, they would then publish the final report of the project later (timeline to be determined, but expected to be before March 2018). Hospice UK will share with NHS England a more detailed proposed timeline for approval in due course	tbc
ECHO networks (Hospice UK): Hospice UK has gained the licence to be an ECHO hub and will start three ECHOs in the coming weeks (Building on the Best - supporting the community of practice; Design and evaluation of a logic model to support ECHO in the UK; and Learning and dissemination programme with a group of care homes in South East London.	Y	N/A	ECHO networks (Hospice UK): Hospice UK are awaiting the outcome of a tender process with the Health and Social Care Board in Northern Ireland. The tender would enable us to re-establish ECHO in Ireland, recruit a team that will within that remit also support the growth of a super hub training in the UK	End of 2020

Key Risks

Ref.	Brief Description of Risk/Issue	Impact (1-5)	Likelihood (1-5)	Current RAG	Status and Mitigating Action Progress	Change since previous reporting period
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3.1	National survey of bereaved carers - VOICES (NHSE): There is a risk that the 2 required business cases will not be approved in time for the survey to run in the financial year 2017/18 i.e. for the work to be completed within the financial year and payment made. This would mean that data would not be available for inclusion in the CCG IAF	4 - High	4 - High	RED	National survey of bereaved carers - VOICES (NHSE): Both business cases are in progress and conversations are ongoing to obtain the required approvals	No change
3.2	National survey of bereaved carers - VOICES (NHSE): There is a risk that the Single Tender Action business case will not receive approval	3 - Medium	3 - Medium	AMBER	National survey of bereaved carers - VOICES (NHSE): Conversation are ongoing with procurement colleagues. Jane Cummings has been briefed has SRO	No change
3.3	National survey of bereaved carers - VOICES (NHSE): There is a risk that the 2 required business cases will not be approved in time for the survey to run in line with the previous sampling and fieldwork periods used. This would mean that the data would not be comparable to previous years.	2 - Low	4 - High	AMBER	National survey of bereaved carers - VOICES (NHSE): Both business cases are in progress and conversations are ongoing to obtain the required approvals	No change
3.4	National survey of bereaved carers - VOICES (NHSE): There is a risk that an appropriate safeguarding approach cannot be agreed with ONS	3 - Medium	3 - Medium	AMBER	National survey of bereaved carers - VOICES (NHSE): NHS England has agreed a suitable approach with ONS in principle. This needs to be finalised when contracts are agreed following business case approval.	No change
3.5	STP workshops: 5 national STP events planned for EoLC. There is a risk that STP leads will not attend.	5 - Very High	4 - High	RED	STP workshops: Liaise closely with NHSE colleagues leading on engagement with STPs, engage regional leads for support, send invites out ASAP and have plan for follow up.	New risk
3.6	Knowledge hub (NHSE): There is a risk to the sustainability of the site re. funding and clarity of uniqueness and purpose.	2 - Low	3 - Medium	AMBER	Knowledge hub (NHSE): Task and finish group established to develop a proposal on next steps with the knowledge hub - chaired by representative from Hospice UK with membership from PHE, TfSL and NHSE.	New risk
3.7	NHS England Regional delivery - funding and structure issues: South: Limited funding so clinical and managerial hours not sufficient to deliver the four deliverables North: - Lancashire & South Cumbria: Clinical funding supplemented locally by the strategic clinical network. As EOL is not mandated funding could be withdrawn if the SCN require the resource to redirected to another mandated area. - Greater Manchester and Eastern Cheshire Team resource depleted currently which will impact on complete delivery of the four deliverables. - Northern, North Cumbria & North East: Late receipt of funding stream resulted in period of 6 month without clinical leadership for the work stream. Programme capability reduced as no programme lead in post. Both will have impact on ability to deliver four deliverables Midlands: - East Midlands have had Programme capability reduced as no programme lead in post. Will have 0.2 of an 8b from 1st Oct to end of financial year. - East Midlands: Unclear structure for Health Education East Midlands which makes training and education plans challenging	4 - High	3 - Medium	AMBER RED	NHS England Regional delivery - funding and structure issues: Meetings held with regional teams and EoLC leads to confirm resource allocation and ways of working - including offering to join regional level meetings on a regular basis. Arrangements agreed in all regions except Midlands and East. National EoLC team will continue to engage regional teams to offer support and will engage with DCOs in particular, to ensure regions remain focussed on EoLC and will keep the national EoLC leads up to date.	No change