

Bath & North East Somerset Council		
MEETING:	Health and Wellbeing Select Committee	
MEETING:	19th July 2017	EXECUTIVE FORWARD PLAN REFERENCE: n/a
TITLE:	Health and Social Care Community Services : 100 Day Report	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Not Applicable		

1 THE ISSUE

This report provides an evaluation of the 'First 100 Days' of the Virgin Care contract, which started on April 1st 2017. This will include description of the governance processes supporting activity during this period, key success factors and risks, and the steps taken to resolve these.

2 RECOMMENDATION

That the Select Committee notes the progress made during the First 100 Days.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

There are no direct resource implications within this report which is presented for information.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

Community health and care services play a vital role in meeting the statutory responsibilities of the Council and CCG. For the Council, these included those in the Care Act (2014); Mental Capacity Act (2005); Mental Health Act/Deprivation of Liberty Safeguards (2007); Children Acts (1989 and 2004) and SEND (Special Educational Needs and Disabilities) reform. Public Health responsibilities include a duty to promote the health & wellbeing of the inhabitants of its area and to reduce inequalities amongst its population.

This Programme also supports the delivery of local strategic priorities, including those set out in the Health & Wellbeing Strategy, Better Care Fund Plan, Council vision and priorities, and CCG 5-Year Strategy.

5. THE REPORT

5.1 Introduction to 100 day process.

Following a detailed mobilisation phase spanning November 2016 to March 2017 over 150 services and 1,350 staff successfully transferred to Virgin Care on 1st April 2017.

This initial transfer has, since April 1st, been consolidated through Virgin Care's 'First 100 Days' plan, which was designed to ensure that all services were transferred safely and that any challenges identified during transfer were resolved without impacting on the experience of those who use services. This programme of work was managed by Virgin's Operations Team and overseen by the Council and CCG through the Safe Transfer Group.

The comprehensive 100 day plan included the review of critical services, operating procedures and policies by Virgin Care. It also involved running 'Arrivals Events' for staff, the rollout of a new IT network and infrastructure, the deployment of new mobile working technology for Virgin Care staff, and the agreement of transformation goals for 2017/18.

5.2 Governance

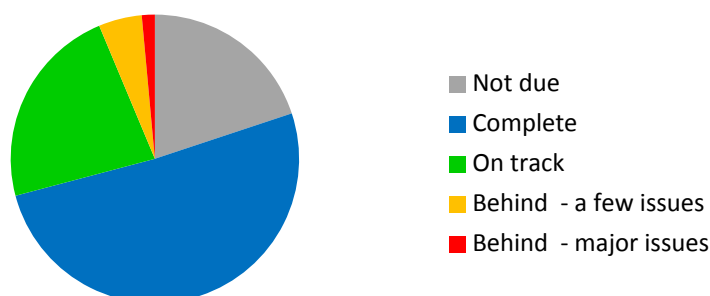
Clear governance during the first 100 days has allowed Virgin Care, the Council and CCG to work together with confidence as the new commissioning model becomes established.

Commissioners undertook close monitoring of this work through The Safe Transfer Group, which monitored all mobilisation objectives. The Safe Transfer Group received progress reports and risk registers from Virgin Care, ensuring that emerging issues were identified and escalated in a timely manner. The Safe Transfer Group in turn reported to the Your Care Your Way Steering Group, which uses authority delegated from the JCC to provide a robust framework of governance and accountability.

5.3 Current Status

At the time of writing this report Virgin Care Services Limited are operating within normal Business as Usual status. Progress against the 100 day plan is shown in Figure 1 below;

Figure 1: Business as Usual Status



5.4 Key Risks and challenges and steps taken resolve these

5.4.1 Staff Pay

During the first pay run following the transfer in April Virgin Care reports that all 1,300 colleagues who had transferred were paid successfully with only a few issues raised.

During the May pay run the vast majority of colleagues received salary payments in full but a proportion of Virgin Care colleagues, those who received increments or who were undertaking additional, hourly-paid work experienced an issue with their pay. Virgin Care took immediate action to swiftly resolve these issues.

Virgin Care takes any issue, no matter how small, relating to pay very seriously and as a result undertook a full investigation led by a member of the Executive Team. In addition, Virgin Care also made changes to timesheet processes based on feedback from colleagues in Bath and North East Somerset which were well received.

Virgin Care reports that the most recent pay run in June was successful and no further issues are anticipated.

5.4.2 Bank Staff

At the time of transfer it was not possible to migrate the Bank Solution from Sirona Care and Health to Virgin Care, it was recognised that there was a risk to both operational safety and agency costs on an ongoing basis.

Virgin Care undertook a proactive campaign to recruit bank staff and this has resulted in 250 members joining the bank and Virgin Care are undertaking a number of actions to support this; to continue the successful recruitment campaigns, to put in some additional resource to support bank allocation and additionally to implement a new IT software package for arranging and booking bank so staff find it easier to identify and post shifts they need to fill via bank.

5.4.3 Virtual Desktop and Network Roll Out

As part of its 100 day plan, Virgin Care has undertaken a complete replacement of the IT infrastructure used by the services they deliver. This project lays the foundations for the delivery of the new services and the transformation planned for the future, but was also driven by necessity as Virgin Care were only able to use the existing IT network for 100 days after transfer.

This large scale project required all devices and networking equipment to be replaced across 32 sites in Bath and North East Somerset by 1 July 2017 with all colleagues provided with new equipment and access details for both IT and telephony. This included the deployment of 670 new desktop computers, 98 new laptops, 370 new desk phones as well as new printing and scanning devices and removal of the previous provider's equipment. 260 new iPhones were also rolled out to colleagues allowing access to email and calendar when away from the office.

As would be expected with any project of this scale, users reported some issues and these were logged and resolved or mitigated in line with the project plan. As the new system was rolled out to more users, the number of issues being raised increased but

Virgin Care continued to mitigate and resolve issues so that services were able to continue to operate, making use of business continuity plans wherever necessary.

The issues reported related to accessing files, access to systems by visiting clinicians and difficulties using newly-installed printers and scanners alongside the issue described in 5.4.4 below.

On 3 July 2017, Virgin Care took the precaution of enacting their Internal Major Incident Plan, providing a formal framework and allowing additional resource to be diverted to support the operation of frontline services. Virgin Care also liaised with commissioners, the CQC and other local providers to ensure the system was aware that services were operating business continuity plans and were aware of the actions being taken.

As a result of the appropriate planning of the project and the actions taken to mitigate and resolve issues as they arose, while colleagues did experience inconvenience Virgin Care continued to deliver services safely throughout.

5.4.4 GP Practice System Configuration

As a result of the new network roll out described in section 5.4.3 above Virgin Care have reported an localised issue with how Community Matrons access the GP records system (SystmOne). This is primarily linked to Virgin Care's requirement to continue to operate within nationally prescribed Information Governance regulations. For an interim period of 5 days there were a small number of Nursing Staff who could only access GP systems from another GP site, not the newly networked sites. Access to information was possible, but not at these staff bases. Access has been restored at the newly networked sites to ensure the necessary information is available to the nursing teams directly affected.

6 KEY SUCCESS FACTORS

6.1 Arrivals events and single point of contact for staff

Over 95% of transferring staff attended arrivals events across Bath and North East Somerset to find out about Virgin care, values and the vision for services in B&NES. They were able to feed in their input into what was working well and what could be changed. This feedback is being used to update the transformation plans. Feedback from colleagues attending this event was overwhelmingly positive, with some commissioners and community champions also attending the events.

6.2 Relationship building with key partners

Virgin Care have continued to engage with the voluntary, community and social enterprise (VCSE) organisations and care delivery partners throughout the first 100 days. They have actively participated in 3rd sector events, along with representatives from the Council and CCG, as well as attending Local Area Forums. Conversations have begun around community navigators being provided by the Virgin Care organisations and how they will be integral to care coordination going forwards. Village Agents have welcomed Virgin Care's proactive involvement in the development of these schemes and in supporting workshop events.

Work has also begun with the RUH, where a new service has commenced for falls-pick up with South Western Ambulance Service NHS Trust. This joint work has already

prevented admissions. Additional pathway work is being jointly undertaken around discharging people from the hospital and the work that can support this in the community. The RUH and Virgin Care are working closely together to ensure priorities are aligned going forwards for the benefit of the community.

6.3 Social Care Records

Virgin Care have been working closely with the Council to address current issues identified within the implementation of the social care client records system, as well as looking for improvements that can be made. Virgin Care will start providing the core systems training in a face to face environment from mid-July to replace the current eLearning training. This training will be provided in the hope that colleagues will feel more confident using recently implemented systems and should result in improvements to the processes that support service delivery freeing up Practitioner time.

The Council had previously asked teams to provide a list of current issues, these issues have now been collated by the Systems Steering group and are being addressed by the appropriate teams. A champion user group is now in place, these users will assist colleagues directly within teams and feedback best practice across organisations. There are still further improvements to be made which Virgin Care, other system users and the Council will continue to work closely to deliver.

6.4 Early areas of service redesign

A key service review of future Community Mental Health Services arrangements has been launched and engagement on this is currently underway. Partnership working between the Council, CCG and Virgin Care and other key partners has been strong around this review.

Virgin Care has urgently prioritised Home First which is the subject of a separate report to this meeting of the Committee. This has included working closely with the RUH to ensure that people are discharged from hospital and assessed at home wherever possible. Significant progress has been made in ensuring that these pathways are established across the community and that acute and community colleagues are working jointly to ensure safe handovers are in place.

A review of Continuing Health Care processes was requested urgently by Commissioners and Virgin Care has undertaken this within the 100 days and has developed an action plan for improvement. This development work will be jointly led across the CCG & Virgin Care teams to ensure a single, coherent approach is achieved.

Virgin Care have also commenced work on a full review and redesign of the provision of adult social care. This has involved a restructure of governance to ensure that there is a clearly defined and visible leadership across social work practice and clarity of accountability for the Council's statutory responsibilities including assurance to and oversight by the Council. Virgin Care also participated in a visit from the Chief Social Worker and are organising a professional practice development day in October.

7 RATIONALE

This report is provided for information to enable the Committee to fulfil its role in the ongoing scrutiny of the provision of Community Health and Social Care Services in Bath and North East Somerset.

8 OTHER OPTIONS CONSIDERED

Not applicable to this report

9 CONSULTATION

Not applicable to this report

10 RISK MANAGEMENT

A risk register is maintained in accordance with the Council's decision making risk management guidance and reviewed and updated on a weekly basis by the Safe Transfer Groups with reporting to the YCYW Steering Group.

Contact person	<i>Sue Blackman, Programme Lead</i>
Background papers	Not applicable
Please contact the report author if you need to access this report in an alternative format	