



MEETING TITLE Trust Board in Public		MEETING DATE 27.04.21	
TITLE of PAPER	Service Transformation Report (including progress update on Programme Management Office, PMO)	PAPER REF	TB21.011
KEY PRIORITIES	Generate resources to support patient care and the delivery of our long-term plans, by being as efficient as we can be and maximising opportunities for new funding Equip our people with the best tools, technology and environment to support excellent outcomes Embed an ethos of continuous improvement and innovation, that has the voice of patients, communities and our people at its heart		
PURPOSE OF THE PAPER	The purpose of the paper is to: <ul style="list-style-type: none"> Update the Trust Board on the current position and next steps in relation to the Trust wide Service Transformation Programme. A copy of the Service Transformation dashboard, March 2021 is attached in Appendix 1. Provide examples of current projects utilising the Trusts' refreshed PMO Model and documentation including the National NHSE/I Body Worn Video pilot. 		
For Approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR / LEAD	Lynsey Bowker, Head of Performance Improvement & PMO	ACCOUNTABLE DIRECTOR	Steve Page, Executive Director of Quality, Governance and Performance Assurance / Deputy Chief Executive
DISCUSSED AT / INFORMED BY :- Service Transformation Dashboard, March 2021: agreed at TEG, 14.04.21.			
PREVIOUSLY AGREED AT:	Committee/Group: Trust Executive Group	Date: 14/04/2021	
RECOMMENDATION(S)	It is recommended that the Trust Board: <ul style="list-style-type: none"> Notes the progress made to date across Service Transformation programmes. Notes use of the PMO documentation to support and enable delivery of Trust wide change programmes. Notes developments to the approved PMO Model including 'Introduction to Project Management' virtual training offer. 		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Equality Impact Assessment		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify)		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal implications/Regulatory requirements		<input type="checkbox"/>	<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission		All	
NHSI Single Oversight Framework Choose a THEME(s)		2. Quality of Care (safe, effective, caring, responsive) 6. Leadership & Improvement Capability (Well-Led)	

1. PURPOSE/AIM

- 1.1 The purpose of the paper is to provide an update to Trust Board on the current position and next steps in relation to the Service Transformation Programme underway across the Trust. The paper updates on the Trusts' refreshed PMO Model and documentation including a service transformation dashboard, and how the PMO model is supporting implementation of a number of LIVE projects and programmes.
- 1.2 A copy of the Service Transformation dashboard for March 2021 is attached at Appendix 1.

2. SERVICE TRANSFORMATION UPDATE

- 2.1 A strategic review of future Transformation Board structure and form led by TEG is progressing well. Discussion focusses on development of a single transformation programme with inter-dependent work streams and alignment with wider urgent and emergency care system development and the emerging Integrated Commissioning Framework. An updated model for delivery and assurance has also been agreed and a strengthened PMO role, which will support an increased focus on benefits realisation in line with strategic outcomes.
- 2.2 Service Transformation activity is reported in line with the following agreed structure of transformation boards; 1) Infrastructure, 2) Service Delivery and Integrated Workforce (now including projects previously reporting to Capacity and Capability Board) and, 3) Place Based Care Programme Board with the addition of the Integrated Urgent and Emergency Care (IUEC) programme. The Service Transformation dashboard part of a refreshed approach to PMO agreed by TEG, is attached in Appendix 1.
- 2.3 The Service Transformation dashboard includes three issues for escalation. A full summary can be found in Appendix 1.

The issues for escalation are as follows;

- Unified Comms migration for EOC now planned for 20 April 2021, a delay to the proposed timeline. Overall project end date increased by one month to allow for project closure.
- N365 Implementation, potential risk to delivery timescales.
- Team Based Working, risk to delivery timescales with ongoing discussions with Trade Unions.

3. PROGRAMME MANAGEMENT OFFICE (PMO)

- 3.1 In September 2020, TEG agreed a new PMO Model. The new model co-produced with key stakeholders and reflecting best practice guidance, includes a standardised set of guidelines covering the main components required to manage a project from scope to closure. It is important that the standardised framework and methods of working is adopted across YAS to facilitate the embedding of good practice and continuity of approach across service areas.

- 3.2 To ensure the PMO model is responsive to best practice guidance, organisation wide strategic priorities, and feedback from users, a number of improvements are being progressed to the PMO model and associated documentation, including;
- ONGOING: Project risk log under review – including Datix cloud integration.
 - ONGOING: Exploring digital documentation, MS project integration, Kan bans, workflows etc to enhance the project management experience.

Introduction to Project Management – Virtual Training

- 3.3 Introduction to Project Management virtual training was launched March 2021. The training aims to provide an overview and create a basic awareness of general project management principles and introduce standard YAS processes and templates to use when managing projects. Virtual training sessions will run monthly and be accessible to all staff.

Use of the PMO model to support and enable organisation-wide change programmes

- 3.4 The new PMO Model is supporting and enhancing implementation of several LIVE projects and programmes underway across the Trust including the NHS England and NHS Improvement Body Worn Camera pilot, and the Remote Clinical Assessment strand of the People Plan, part of the IUEC programme. As the new transformation programme arrangements are implemented, this will become the standard approach for all Trust projects.

NHSE & NHSI Body Worn Video pilot

- 3.5 The Trust is participating in the NHS England and NHS Improvement national Body Worn Video pilot taking place across Ambulance Trusts in England.
- 3.6 The PMO workbook is being used to support project planning, log actions, identify project risks and map key stakeholders. A Project Initiation Document, is under development, alongside EIA and DPIA documentation. A Task and Finish group has been established to oversee project delivery.

Remote Clinical Assessment (RCA) People Plan

- 3.7 The Remote Clinical Assessment (RCA) People Plan is part of the wider IUEC Programme which has a number of projects in development. The overall aim of the plan is *“To Improve the attraction and retention of a highly skilled remote clinical workforce that will support the delivery of a safe and sustainable service”* The programme has been broken down into phases and workstreams.
- 3.8 The PMO Model and workbook provides a structured PM approach to various strands of work including project planning, implementation and delivery of clinical career pathway offer, trainee nurse associate pilot and development of RCA spokes.

Covid-19 staff vaccination project

- 3.9 NHSE/NHSI require the Trust to administer Covid-19 vaccines to a minimum of 75% YAS staff.

The Programme Management Office have used the PMO Workbook to record and manage the project plan, essential for recording project activity and actions daily.

Asymptomatic staff testing

- 3.10 The Trust is required to distribute Covid-19 Asymptomatic testing kits to all patient facing staff, to monitor and isolate infection risks. The PMO Workbook is an invaluable tool to capture the project plan, key risks and issues and ensure progress in on track in line with agreed milestones.

4. PROPOSALS/NEXT STEPS

- 4.1 The PMO will continue to support TEG with the ongoing review of Service Transformation Board structure and form.
- 4.2 Oversight and assurance of key transformation programmes will be reported to TEG each month using approved PMO project documentation and the Service Transformation dashboard.

5. RISK ASSESSMENT

- 5.1 Ongoing risks to implementation of key transformation programmes and associated mitigation plans are identified and escalated to the Trust Executive Group and Trust Board as appropriate.

6. RECOMMENDATIONS

- 6.1 It is recommended that Trust Board;
- Notes the progress made to date across the Service Transformation programme and further planned development.
 - Support wider application of the new PMO model across all Trust delivered Projects and Programmes.

7. APPENDICES/BACKGROUND INFORMATION

- 7.1 Appendix 1: Service Transformation Programme Dashboard, March 2021