



WBS	ID	Task Name	Description	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.	31/12/2018			Open	Amber	Rebecca Joyce ACP	20/5/2019 Shaping Sheffield: The Plan - draft developed, reflecting vision for older people. Currently being consulted on. 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.
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	31/12/2018			Open	Amber	Nicki Doherty, CCG/ Jane Ginniver, ACP / Susan Hird SCC	20/5/2019 draft definition included within the Shaping Sheffield Plan for agreement across the ACP. The development of person-centred approaches is integral to the draft workforce strategy, with development for front-line staff prioritised for 2019-20 using funds secured from HEE. Activities planned across the ACP to mark 'What Matters to You' day on 6-6-19. 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	31/12/2018			Open	Amber	Nicki Doherty, CCG/ Jane Ginniver, ACP / Susan Hird SCC	20/5/2019 update: plan has been developed, this pulls together and monitors activity from various groups across the ACP. Not yet been to EDG. 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	31/12/2018			Open	Amber	Workforce Group	20/5/2019 workforce skills workstream will develop through the workforce strategy implementation work. Plan is to have this up and running by September '19 to progress at pace. 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.

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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.	31/12/2018			Open	Green	Sue Butler, STH	20/5/2019 12 user interviews have been undertaken in a number of settings by Laura Cook from Health Watch as a pilot. Lessons learned and next steps discussed. LC drafting revise the interview schedule in light of findings and to agree next steps. Information sharing protocol agreed across partner organisations 25.1.2019 "Listen and learn" semi-structured conversations with patients planned to gather whole pathway experience, all partners supporting this approach.
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	31/12/2018			Open	Green	Rebecca Joyce ACP, Margaret Kilner, Healthwatch (Laura Cook)	20/5/2019 Interviews carried out about end to end experiences of older people and for Route 2 bed nursing homes. Interview findings have been shared with those involved in evaluating Route 2 beds, and will be presented at the WNHWT Board on 13th May. 25.1.19 See above - advisory group and ongoing semi-structured interviews.
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	31/12/2018			Open	Amber	Workforce Group	20/5/2019 see above re workforce skills group emerging from the workforce strategy. 25.1.2019 All feedback to be brought into the workforce strategy process. Patients involved directly in this work.
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.	31/12/2108			Open	Green	Workforce Group	20/5/2019 see above re workforce skills group emerging from the workforce strategy. There will also be a group addressing identified recruitment and retention issues. 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.
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	31/12/2018			Closed	Green	Workforce Group	20/5/2019 data analysis and engagement workshops completed, draft workforce strategy now published. 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.
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	31/03/2019			Open	Green	Workforce Group	20/5/2019 draft strategy now published with a view for final sign-off in September '19 25/1/2019 - see above. On track for April draft. 31/10/2018 - Plan for approach agreed and now mobilising.

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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	31/03/2019			Open	Amber	Workforce Group	20/5/2019 draft workforce strategy now published with a view for sign-off in September '19 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.
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	31/12/2018			Open	Amber	Nicki Doherty, CCG/ Jane Ginniver, ACP/ Susan Hird SCC	20/5/2019 plan outlined in the draft workforce strategy to develop this as a priority in 2019-20 25/1/2019 - implementation plan still needs to be determined - needs to be worked into strategy implementation approach.
4	CQCLSR18.19-19	A City Wide Organisational Development Approach	<p>Improved multi-agency working for older people.</p> <p>Improved pathways and communication between different services and parts of the systems.</p> <p>More seamless care for older people</p> <p>High job satisfaction</p>							
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	31/12/2018			Open	Green	Maddy Ruff, CCG	20/5/2019 'Leading Sheffield' cohort launched in March 2019. 38 participants from across the system with the aim of developing system leadership capability and capacity, and expedite integrated working. First cohort due to conclude 22nd May, 2nd cohort planned to launch in September '19. 25/1/2019: Neighbourhood based "liminal leadership" cohort 2 to commence March. Promote MDT working.
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 to build a plan as agreed by Organisational Development ACP workstream. This will build on the Liminal Leadership pilot delivered in Q1 2018/19	31/12/2018			Open	Amber	Maddy Ruff, CCG	20/5/2019 Leading Sheffield launched (see above), Shadow ACP Board launching June '19, Transformational Change and Systems Leadership course in June '19 open to all workstreams, SOAR (VCSE) have launched a frontline systems working development programme following last year's Liminal Leadership programme. 25/1/2019 - "Leading Sheffield" work commencing. Other work for tiers of leadership need to be developed.
4.3	CQCLSR18.19-22	4.3 A Single Quality Improvement Approach	Working towards a single quality improvement approach across health and social care	31/12/2018			Open	Amber	Mark Bennett SCC, Jane Ginniver ACP, Maddy Desforges VAS	20/5/2019 4 SCC staff currently being trained as MCA coaches. Initial conversations held with voluntary sector - capacity an issue - conversations ongoing. 25/1/2019 SCC and VCSE have committed to this but not yet happening.
4.4	CQCLSR18.19-23	4.4 Build on System Wide Improvement Programmes	<p>Build on and accelerate specific system wide improvement programmes for pathways within the ACP requiring improvement including:</p> <p>A Continuing healthcare processes</p> <p>B End of Life Care</p>	30/09/2018			Open	Amber	Chief Nurses	20/5/2019 - CHC: Care at Night successfully implemented. Values and behaviours workshops delivered with frontline workers with impacts starting to be seen in reduced complaints. High level Delivery Plan now being implemented with leadership & workstreams mobilised. Short Breaks approval rescheduled to July. EOL: 25/1/2019 - Good progress on CHC - shared values and behaviours agreed and improvement programme.

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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	30/09/2018			Open	Green	Sue Butler, STH	20/5/2019 2. A draft protocol for handling NHS/Social Services inter-agency complaints produced and awaiting comments from organisational Complainants Managers. A number of inter-agency complaints have been managed using the joint approach and lessons learned gathered. Complaints Managers sub-group to be asked to provide figures and feedback on a quarterly basis to the LSR Group. 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.
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	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	31/12/2018			Open	Amber	Cllr Chris Peace, Tim Moorhead, ACP Board Chairs	20/5/2019 CEOs have discussed and agreed importance of contracting differently and supporting sustainability of the sector. Proposal to EDG May 2019 and to ACP Board in June 2019. 25/1/2019 - Further consolidation of relationship throughout system required on ongoing basis.
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	31/12/2018			Open	Amber	Maddy Desforges, VAS, Rebecca Joyce, ACP	20/5/2019 CEOs have discussed and agreed importance of contracting differently and supporting sustainability of the sector. Proposal to EDG May 2019 and to ACP Board in June 2019. 25/1/2019 - Plan presented at December EDG but conclusions not drawn about next steps. Ongoing.
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 partnership with them and to achieve good quality outcomes.</p> <p>Timely decision making via clear governance</p>				Open			
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	30/09/2018			Open	Amber	Phil Holmes SCC	25/5/2019: Ongoing development of links between housing and care at SCC; capital requirements for housing being developed. Further work to do. 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

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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	31/12/2018			Open	Amber	Rebecca Joyce ACP	20/5/2019 Resources largely in place for delivery. Stronger delivery plan in place underpinning refreshed Shaping Sheffield plan (to be formally signed off June/ July 2019). 25/1/2019 - Overall plan developing, will be drafted for April following public and staff consultation process currently taking place.
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							
7.2	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	31/12/2018			Open	Amber	Nicki Doherty, CCG	20/5/2019 Joint Commissioning Committee formally commencing April 2019. frailty one key priority. Provider/ commissioner conversations to be aligned with one shared narrative within refreshed Shaping Sheffield Plan. 25/1/2019 - Commissioning & providers discussion underway re longer term new care model. Needs bringing together to ensure shared conclusions & approach.
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)	31/12/2018			Open	Amber	EDG	20/5/2019 See above. 25.1.2019 - See above. Commissioner and provider discussions taking place on specific proposals. Needs to be brought together joint system approach.
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	31/03/2019			Open	Amber	Commissioning Directors SCC, SCCG	20/5/2019 remaining urgency to achieve system agreement and move into delivery 25/1/2019 - urgency to ensure decisions & actions to mobilise new model of care. This timescale is pressing challenging now.
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							
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	30/09/2018			Open	Amber	Sheffield CIOs	20/5/2019 Business case for end of June 2019. Behind plan on timescale but better CIO ownership and system support for approach. 25/1/2019 Business case being developed. Needs higher profile, shared digital leadership for city to accelerate city wide approach

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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.	31/03/2019			Open	Amber	Maddy Ruff, CCG, John Mothersole, SCC	20/5/2019 Agreements now made, first Joint Commissioning Committee in April 2019. Frailty one of three priorities. 25/1/2019 Formal discussions on joint commissioning taking place between Cabinet and Governing Body. Discussions still ongoing.
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	30/09/2018			Open	Green	Sue Butler, STH	20/05/2019 see 2.2, 2.3, 2.4 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
9.2	CQCLSR18.19-45	9.2 Refresh of Independent Sector Homecare	Refresh of independent Sector Homecare "Primary Providers"	31/12/2018			Open	Green	Phil Holmes SCC	21.5.2019: Independent sector much improved & outcomes on flow demonstrated in system DTOC position. Two actions - remodelled contracting and commissioning service to provide clearer focus on brokerage and quality assurance in independent sector, plus restructured team to better support. New longer term homecare models to sustain people in Sheffield. 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	31/03/2018			Open	Amber	Phil Holmes SCC	21/5/2019: Draft propositions on outcome based homecare developed which will help develop a different longer term approach. 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	31/03/2018			Open	Amber	Mandy Philbin, CCG, Phil Holmes, SCC	21/5/2019 - Improved infrastructure to support QA processes - further work to advance the proposal model with regards to Older People. 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.
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	30/09/2018			Open	Green	STH/ SCCG	20/5/2019 Operational arrangements working well. Longer term plan and funding being discussed. 25.1.2019 Intermediate beds commissioned and working well, with good flow. Jointly managed across community team at STH/ Social Care
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	30/09/2018			Open	Amber	Jennifer Hill, STH	20/5/2019 On track 25.1.2019 Largely in place, some risks around maintaining during operational pressures linked to Hadfield.



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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 or 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	30/09/2018			Open	Green	Jennifer Hill, STH	09/5/2019 SAFER has achieved its transformational goals. Still work to do to re-sustaining (roll out, adapt, secure buy in and bed down into practice) existing change and improvement approaches should sustain the work going forward. Significant challenge maintaining SAFER on wards following Hadfield decant. STH Programme management office is continuing to provide support. 25.1.2019 Roll out continuing, additional support from STH Organisational Development team during winter period.
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	30/09/2018			Open	Green	Jennifer Hill, STH	20/5/2019 Agreed that WNHWNT to receive quarterly reports or escalations for red to green going forward. No escalations to report for May. 25.1.2019 Roll out continuing, additional support from STH Organisational Development team during winter period.
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	30/09/2018			Open	Green	Jennifer Hill, STH	20/5/2019 Data from March 2019 – 98.03% of patients were assessed by PT and 95.99% by OT within KPI standard of 95% (part of hospital complete workstream) 25/1/2019 - Hlghlight report outlines over 95% compliance with targets for therapy to support timely discharge.
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	30/09/2018			Open	Green	Jennifer Hill, STH	20/5/2019 Progress remains on track for core assessment project with an aim to develop an electronic form on Lorenzo and only one profession needing to complete the initial assessment (part of hospital complete workstream) 25/1/2019 - see above - all therapy actions as part of Hospital Complete project on track.
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	30/09/2018			Open		Sara Storey (SCC), Helen Kay (STH), Michelle Fearon (SHSC)	20/5/2019 Ambitious proposal to integrate SPAs in Sheffield being explored. 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
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	31/12/2018			Open		STH and SCC Leads. Sara Storey (SCC) and Helen Kay (STH)	21/5/2019: Work progressed - teams working jointly, joint systems, better alignment of teams. Tangible progress, opportunity to consider potential further team integration. Opportunity to build on this further. 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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