

Cambridgeshire

Please select 'preliminary' Quality of written plan (y-axis):
Medium Quality

Priority order for HMB Discussion	Review Area	Risk Category	Risk Applicability \ Line of	Reviewer's Reasoning \ Notes	Notes of discussion with HWB and Area Teams	Outcome Status \ Pending HWB Action (please select status from dropdown list in the first box)	Link to Conditions Applied (please write your conditions in bold)	How Agreed Action Will be Met	Target Date for Completion	Support Required (to be agreed with Better Care Advisor)
Example	Analytics	Showstopper	A1-P4P: validity issue	DTOCs (in 6. HWB Supporting Metrics tab, template 1) shows increase in rate quarter on quarter for two quarters, but no rationale is given in the box provided (cell R29), as required by the guidance. Increase is fairly marginal on each so may be due to local	HWB understood the issue during the call and agreed to look into before the final assessment day	No longer a risk - if the following action is put in place (enter action in box below) A rationale is added to the required box for the red ratings in 6. HWB Supporting Metrics tab, template 1, that explains the increased DTOCs in the two quarters.	Assist in correcting issues with condition: Must address outstanding analytical risks in plan by ensuring data integrity.	eg. Review of raw data	10/12/2014	Analyst time. Access to raw data
1	Analytics	Top Risks	A2-P4P: the non-elective	The % Change in Non Elective Activity (cell B13) is -1.0%, which is less than the 3.5% of expected reduction	Discussed in the call. The latest annual growth rate (2012/13 to 2014/14) in non-elective admissions is 7%. Moreover, there is more recent comparative data (not recorded in the Better Care Plan) which shows that Cambridgeshire has a relatively low admission rate. For these principal reasons Cambridgeshire considers that it can make only a 1% reduction	Risk remains outstanding Risk remains outstanding. Cambridgeshire will provide a full rationale for the 1% reduction in its resubmission (see A5-P4P below) - but this target will remain. No further action requested.	Condition 4a: The plan must address the outstanding narrative risks identified in the NCAR report	See A5-P4P below	09/01/2015	No further support required
2	Analytics	Top Risks	A5-P4P: the non-elective plan	No rationale is provided for the amber rating	Rationale provided on the call	No longer a risk - if the following action is put in place (enter action in box below) No longer a risk in the sense that the rationale for the 1% reduction was explained on the call and further explanation can be provided in the next version of the plan	Condition 4a: The plan must address the outstanding narrative risks identified in the NCAR report	CCG to draw on new as well as existing data in order to re-visit the rationale including National Audit Office report on emergency admissions; and discuss with acute providers. Integration and Transformation Team to include in updated draft of plan. The rationale should be consistent between Cambridgeshire and Peterborough where appropriate.	09/01/2015	No further support required
3	Analytics	Further Risks	A8-Supporting Metrics	The planned change in Residential admissions for 2015/16 is statistically significant. Other planned changes are not statistically significant, however, for Reablement a valid reason is offered up to justify the 0% change even in light of an increase in the use of Reablement in the	See above	No longer a risk - no further action required	Condition 4c: The plan must address the outstanding analytical risks identified in the NCAR report			No further support required
4	Analytics	Further Risks	A10-Supporting Metrics: inform	No patient experience metric provided.	Not discussed on call.	No longer a risk - if the following action is put in place (enter action in box below) Cambridgeshire should provide a relevant patient experience metric.	Condition 4c: The plan must address the outstanding analytical risks identified in the NCAR report	CCG to provide details of the patient experience metric developed for the OPACS contract by 30/11/14, including level of ambition. This will be included within the resubmitted plan. The same metric is to be used across Cambridgeshire and Peterborough.	09/01/2015	Review patient experience metric and indicate whether it is likely to meet BCF requirements
5	Analytics	Further Risks	A7-Supporting Metrics: the level of ambition	The scheme descriptions do not provide any direct linkage to the P4P or supporting metrics <Ref: BCF plan part 1, annex 1>. Fundamentally, there needs to be a greater link between the narrative scheme descriptions and the impact they will have on the BCF chosen metrics. Better cross referencing is required between Part 1 and Part 2.	Noted on the call by the reviewer team	No longer a risk - if the following action is put in place (enter action in box below) Cambridgeshire provides more clear links between the narrative and part 2 of the plan- in particular highlighting how the schemes are expecting to impact the given metrics.	Condition 4c: The plan must address the outstanding analytical risks identified in the NCAR report	The CCG will lead further work to express how the schemes will impact on the metrics - particularly work within scope of the OPACS contract, and work with the Integration and Transformation team to ensure that this is expressed in the next iteration of the plan	09/01/2015	No support required
6	Narrative	Showstopper	N1-The National Conditions	Re 7 day services to support discharge - Commitment but still awaiting sign off by HWB board, CCC and CCG. It is unclear if there is commitment from the required parties to the necessary funding which has been identified. No action plan/ delivery plan or identification of risks	There is a clear commitment on the part of all organisations in Cambridgeshire but this area is subject to clarification following the appointment of the preferred bidder for the Older People and Community Services (OPACS) contract in the week commencing 29 September. However, investments totalling over £1 million are identified on page 47 of the BCF Plan	No longer a risk - no further action required				No further support required
7	Narrative	Showstopper	N1-The National Conditions	Re joint assessment and accountable lead professional for high risk populations- Lack of clarity of what the agreed high risk population focus actually is, what risk stratification tool will be used (may depend on winning OPACS bidder) and a new assessment tool is still in the process of	This section will be refreshed in the October version of the plan once discussions have taken place with the OPACS preferred supplier. From the review team's perspective we consider this refresh should provide more granularity about prioritising within the 65+ population and, if appropriate, also within the 18-64 population.	Risk remains outstanding Further work required with the Uniting Care Partnership on both risk stratification and the role of the accountable lead professional, now that they have been appointed under the OPACS contract	national condition of having an accountable professional who can join up	Meeting between CCG Integration Lead and Integration and Transformation Team to be organised by CCG with the Solutions Lead for Uniting Care Partnership to discuss this area of work further and also with UCP Mobilisation Lead as part of scoping of the 'joint assessments' BCF project under the Cambridgeshire Executive Partnership Board no later than December; ambitions to be expressed in next version of the BCF Plan. Partners to reach	09/01/2015	No further support required
8	Narrative	Top Risks	N3-The plan does not describe	The plan analyses the challenges facing the local health economy and sets a high level strategy of shifting activity towards community-based preventative services. It describes a set of initiatives (mainly linked to the National Conditions) but it does not estimate the impact of each of these initiatives, for example as to how they will shift the distribution of care settings. There	Again, these points depend to a significant extent on discussions with the newly appointed OPACS provider	Risk remains outstanding Further work will be needed by all partners on approach to risk stratification; support may be needed here.	Condition 4c: The plan must address the outstanding analytical risks identified in the NCAR report	Integration and Transformation Team to do further work to express the over-arching vision across Cambs and Peterborough linking in the 5 year plan, Older Peoples strategy and the Uniting+133g Care Partnership contract. Within this context the impact of each scheme will be clarified and linked back to the vision working with support from CCG colleagues and UCP to identify precise impact; outcomes to be expressed in the resubmitted plan. Review of risk stratification of the population; in context with reference to the UCP contract	09/01/2015	No further support required
9	Narrative	Top Risks	N4-The plan does not sufficient	The milestones relate mainly to the appointment of the OPACS provider and to various governance meetings, rather than to the delivery plan for schemes	Partly dependent on the OPACS provider but acknowledged by the Cambridgeshire team as requiring further work	Risk remains outstanding Further milestones to be agreed through scoping of projects and expressed in resubmitted plan	Condition 4a: The plan must address the outstanding narrative risks identified in the NCAR report	Emerging BCF / Older People / UCP projects are to be aligned, with project scopes and project implementation framework to be agreed by CEPB by 31/12/14. These will be included in the revised BCF plan.	09/01/2015	No further support required
10	Narrative	Top Risks	N5-The plan is not aligned	The plan broadly covers the alignment with other initiatives related to care, but does not do so at the individual initiative level. The plan could be clearer about whether all the schemes identified are included in the two year operational plans	Needs further clarification pending discussions with the OPACS provider	Risk remains outstanding Greater detail on individual schemes to be developed. CCG to work with partners to include schemes in two-year operational plans; next iteration of BCF plan to include further detail	Condition 4a: The plan must address the outstanding narrative risks identified in the NCAR report	CCG to lead discussions relating to two year operational plans and feedback to integration and transformation team. Integration and Transformation Team to provide stronger narrative on alignment with existing work for resubmission, particularly taking into account the new Older People Strategy, UCP contract, and the project scopes to be developed by CEPB project teams. Stronger cross-referencing between individual initiatives and this context to be made a priority.	09/01/2015	No further support required
11	Narrative	Top Risks	N7-There is insufficient detail	In the schemes listed in Annex 1 we recognise that several are still under developed, are at the research stage, and do not yet have clear approaches or delivery chains. Further detail is required	Dependent on discussions with new OPAS provider	Risk remains outstanding Risk remains outstanding - further scoping to be completed which will inform the resubmission of the BCF plan.	Condition 4a: The plan must address the outstanding narrative risks identified in the NCAR report	Emerging BCF / Older People / UCP projects are to be aligned, with project scopes and project implementation framework to be agreed by CEPB by 31/12/14, including key delivery milestones. These will be included in the revised plan.	09/01/2015	No further support required
12	Narrative	Further Risks	NB-Insufficient document	It is not readily apparent that the Health and Wellbeing Board has been fully consulted on the Plan, although section 6 makes it clear that there has been close working with members of the HWB Board. A risk, namely that there is a "lack of agreement ... at the HWB Board means that an agreed plan	We now understand that the risk has been carried over from a previous version of the plan and should have been deleted. We have also been informed that the BCF Plan has been fully considered and discussed at the HWB Board	No longer a risk - no further action required				No further support required

13	Finance	Top Risks	F3- Schemes are not financial	6.a) No information has been populated under investment requirements or impact of individual schemes <Ref: BCF plan part 1, Annexure 1 >	Please review and take appropriate actions	Risk remains outstanding Further scoping to be completed which will inform the resubmission of the BCF plan	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	Emerging BCF / Older People / UCP projects are to be aligned, with project scopes and project implementation framework to be agreed by CEPB by 31/12/14, including key delivery milestones post-implementation. These will be included in the revised plan. Particular support from CCC/CCG Finance colleagues will be essential.	09/01/2015	No further support required
14	Finance	Top Risks	F4- BCF financial risks are not	6.c) There is no analytically driven contingency and risk sharing plan in part 5b within the narratives (part 1).	Please review and take appropriate actions	Risk remains outstanding To be addressed in revised plan	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	Redeveloped plan to explain in greater detail the seven-step process that was used to arrive at the agreed financial settlement between the County Council and CCG, and how this included risk sharing; with more information on any risks remaining outstanding. Information to be provided by CCG / CCC finance officers to the Integration and Transformation Team and included in the next iteration of the BCF plan	09/01/2015	Technical expertise on benefits realisation and risk sharing
15	Finance	Top Risks	F5- Full budgets are not	3.a) i) No. The social care figure has been mentioned as £15,893k <Summary: D18> for FY 2015/16 but the amount allocated for the protection of adult social care has been left blank <Summary: F18>. Also, no comment has been made regarding the difference (Summary: G18).	Please review and take appropriate actions	Risk remains outstanding To be addressed in revised plan	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	It is believed that point 6 a) i) is a minor omission in the spreadsheet – correct figure to be inserted in the next iteration of the plan. The £350k figure above is incorrect; the full Care Act amount is being used for Care Act duties. The plan will be reviewed to ensure that this is clear. To be reviewed by finance colleagues from CCC and CCG before resubmission	09/01/2015	No further support required
16	Finance	Further Risks	F7- Incomplete/ack	4.a) No data has been provided for 2014/15 in tab 4. HWB Benefits Plan.	Please review and take appropriate actions	Risk remains outstanding Include details of the section 256 2014/15 spend in the next iteration of the plan and associated benefits	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	Integration and Transformation team to add relevant information and check with finance colleagues	09/01/2015	No further support required
17	Finance	Further Risks	F8- Insufficient funding	4.b) 2014/15 expenditure is missing in tab 3. HWB Expenditure Plan i) In case of joint expenditures no proportions have been mentioned <Cells G10, G11, G16 in Expenditure plan>. ii) in part 1, Annex 1, details related to	Please review and take appropriate actions	Risk remains outstanding Address the points raised through resubmission of the plan	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	Point i) will be addressed through inclusion of s256 spending and targets as described above. Point ii) will be addressed through further development of project scopes as described above. Integration and Transformation Team to reflect this in the next version of the plan.	09/01/2015	No further support required
18	Finance	Further Risks	F9- Unrealistic savings	5.a) i) No schemes have been mentioned for the supporting metrics which benefits are being achieved <Column C on the Benefits plans>. ii) The column for 'How will the savings against plan be monitored' is blank <column	Please review and take appropriate actions	Risk remains outstanding Address the points raised through resubmission of the plan	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	Detail of savings from the UCP contract will be incorporated including phasing and the nature of the savings. Further detail will be generated through development of the project scopes as outlined above. Integration and Transformation Team to reflect this new detail in the next version of the plan.	09/01/2015	No further support required
19	Finance	Further Risks	F9- Unrealistic savings	5.c) i) Data provided for permanent residential admissions and delayed transfers of care for both years match. However realignment benefits are not captured in the HWB benefits plan (HWB Benefits plan vs HWB Supporting Metrics).	Please review and take appropriate actions	Risk remains outstanding Further work on savings calculations and unit prices and expression of benefits	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	Unit prices will be reviewed by finance colleagues in CCG and CCC. Advice will be sought from Better Care Advisor on any changes proposed. Regarding detail of individual schemes and benefits, these will be developed as part of the project scoping by CEPB project boards, as described above. Both of these will be reflected in the refreshed BCF plan.	09/01/2015	No further support required
20	Finance	Further Risks	F9- Unrealistic savings	5.d) Other metrics <Patient experience or local metrics> have not been included in the benefits plan.	Please review and take appropriate actions	Risk remains outstanding Include a patient experience metric	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	See risk A18 above – this metric is to be included in the next iteration of the BCF plan.	09/01/2015	No further support required
21	Finance	Further Risks	F10- Schemes are implemented	5.e) No entries have been made against 'How will the savings against plan be monitored' <column J on HWB benefits plan>	Please review and take appropriate actions	Risk remains outstanding Include entries for monitoring of savings in Column J	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	This omission was an error that will be corrected in the next iteration of the plan.	09/01/2015	No further support required
22	Finance	Top Risks	F6- Full budgets are not	6.e) The HWB did not list the activities for which the 'carer specific' funds will be used.	Please review and take appropriate actions	Risk remains outstanding Provide full detail on carer-specific funding	Condition 4b: The plan must address the outstanding financial risks Identified in the NCAR report	CCG to review and advise how carer-specific funding will be used.	09/01/2015	No further support required
23	Area	Category				<Please select Risk Status>				
24	Area	Category				<Please select Risk Status>				
25	Area	Category				<Please select Risk Status>				
26	Area	Category				<Please select Risk Status>				
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