

ICB Primary Care Commissioning Committee

| Date of meeting | 18 th January 2024 |
|-----------------|---|
| Title of paper | Dental Commissioning Plan |
| Presented by | Peter Tinson, Director of Primary Care David Armstrong, Senior Delivery Assurance Manager |
| Author | David Armstrong, Senior Delivery Assurance Manager |
| Agenda item | 5c |
| Confidential | Yes |

Executive summary

The purpose of this report is to seek approval for the costed dental commissioning plan for 2024/25.

The plan is primarily based on the dental access and oral health improvement programme which was previously received and agreed by the Committee at its meeting in September 2023 and ICB Board at its meeting in November 2023.

The plan is affordable within the ICB dental budget allocations.

Advise, Assure or Alert

Advise the committee:

Of the costed dental commissioning plan for 2024-25.

Assure the committee:

- That the plan is fully funded and affordable with the current dental budget allocations.

Recommendations

The Committee is asked to approve the dental commissioning plan.

| Wh | nich Strategic Objective/s does the report contribute to | Tick |
|----|--|------|
| 1 | Improve quality, including safety, clinical outcomes, and patient experience | X |
| 2 | To equalise opportunities and clinical outcomes across the area | X |
| 3 | Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees | X |
| 4 | Meet financial targets and deliver improved productivity | Х |
| 5 | Meet national and locally determined performance standards and targets | X |
| 6 | To develop and implement ambitious, deliverable strategies | x |

Implications

| | Yes | No | N/A | Comments |
|------------------|-----|----|-----|---------------------------------|
| Associated risks | Х | | | Included within a separate risk |
| | | | | section of the paper |

| Are associated risks detailed on the ICB Risk Register? | х | | | Dental access is currently captured on the corporate risk register | | | | | | |
|---|----------------------|-----------|---------|--|--|--|--|--|--|--|
| Financial Implications | | Х | | None fully within budget allocations | | | | | | |
| Where paper has been disc discussed this paper) | cussed | d (list o | other c | ommittees/forums that have | | | | | | |
| Meeting | Date | | | Outcomes | | | | | | |
| Dental Services Group | 30-November- 2023 | | | Support for the proposed plan | | | | | | |
| | | | | | | | | | | |
| Conflicts of interest associ | iated v | vith th | nis rep | ort | | | | | | |
| | | | | | | | | | | |
| Impact assessments | | ı | | | | | | | | |
| | Yes | No | N/A | Comments | | | | | | |
| Quality impact assessment completed | | | Х | | | | | | | |
| Equality impact | | | Х | | | | | | | |
| assessment completed | | | | | | | | | | |
| Data privacy impact | | | x | | | | | | | |
| assessment completed | | | | | | | | | | |

| ort authorised by: Craig Harris, Chief Operating Officer |
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ICB Primary Care Commissioning Committee 18th January 2024

Dental Commissioning Plan

1. Introduction

- 1.1 This paper is to provide detail of and seeks approval from the committee to the following:
 - The dental commissioning plan for 2024/25.
 - The timing of implementation to allow for a full year investment into the programmes.

2. Background

2.1 When dental services were delegated to the ICB it included all aspects of NHS dental healthcare, including primary care, secondary acute dental care and community and special needs dental care. The financial information section below provides more detail, but a large proportion of the delegated funding is committed to services based on inherited contractual commitments. This is detailed in table below:

| Dental Service | Number of Contracts |
|---------------------------------|----------------------|
| Primary care dental | 202 Dental Practices |
| Secondary care dental | 10 NHS Trusts |
| Community & special care dental | 2 Providers |

- 2.2 The primary care dental services are based on contracts held by high street dental providers, in perpetuity, and based upon activity and values arising from the introduction of the general dental services (GDS) contract in 2006. The ICB are therefore contractually bound to these historically based and located contracts.
- 2.3 Opportunities to target investments in specific patient cohorts or geographies arise when dental providers choose to hand back all or a proportion of their contract.

3. The Dental Access and Oral Health Improvement Programme

3.1 The Dental Access and Oral Health Improvement Programme (DAOHIP) is a clinically led programme to identify and develop new and innovative programmes and to promote and propose investments to improve two critical aspects of the dental system – access and oral health.

- 3.2 The main objective of the DAOHIP is to improve access to dental services alongside improving oral health and aims to:
 - Use objective measures to help prioritise which areas of Lancashire and South Cumbria are in most need of dental access and oral health support.
 - Reduce access and oral health inequalities across the ICB by developing evidence-based care pathways.
- 3.3 The DAOHIP has already identified three areas for immediate investment:
 - Paediatric Services- children's oral health in LSC is very poor, with the prevalence of decay in some areas double that to the England average.
 - Elderly Services- improved services are required to support our elderly population in Care Homes
 - Urgent Care- the universal coverage across the ICB delivering access to any
 patient in need of urgent care arising from dental pain or bleeding, or patients
 from a priority group is still identified as a need.

4. Dental Commissioning Plan

- 4.1 The proposed dental commissioning plan is a full annual plan for 2024/25 and seeks to invest recurrently available funding in a non-recurrent manner whilst longer term investment decision are considered.
- 4.2 The first three schemes, identified as the highest priority, are led and developed directly from the DAOHIP. The specific locations where investments will be made will be determine by the investment framework due to be ratified by the Committee in February 2024.
- 4.3 The other proposed schemes have been developed to increase capacity, improve service delivery, and enhance the dental system in order to manage and mitigate risks and service problems arising across the ICB dental system in totality.
- 4.4 The below provides a summary of the proposals for 2024/25.

| Description | Priority | Investment 2024-25 |
|--|----------|-----------------------|
| Child Access & Oral Health Improvement | 1 | £981,200 |
| Care Homes | 2 | £338,000 |
| Pathways 1, 2 & 3 | 3 | £908,400 |
| Managed Clinical Network (Restorative Dentistry) | 4 | £31,000 |
| Expansion of Orthodontic Services | 5 | £200,000 |
| Intra Oral Scanners | 6 | £60,000 |
| Surgical Exposure Service for Paediatrics | 7 | £20,000 |
| Tier 1 services – General Dentist with Special Interests | 8 | £12,500 |
| Sedation Services | 9 | £105,000 |
| Advice & Guidance | 10 | £40,000 |
| M&LCSU Management Support | 11 | £210,000 |
| Total | | £2,906,100 |

- 4.5 The schemes have been developed and prioritised in conjunction with the local dental network and local dental committee to ensure that they are clinically led, prioritise the most pressing health inequalities and are attractive to the dental profession locally. Additional support has been provided from a wider group of stakeholders including consultants within local provider trusts, the regional consultant in dental public health, the ICB dental clinical fellow and the dental clinical advisor.
- 4.6 The primary care dental team proposed dental commissioning plan is aligned with the ICB planning processes, with all content reflected in the planning assumptions.
- 4.7 Further details of the schemes are included within appendix one, including a summary of the expected benefits.

5. Financial Information

- 5.1 The ICB receive allocations specifically identified for dental services, the allocations cover all aspects of dental services. The allocation is utilised to set the budgets across these three areas based on existing commitments, historic spend and to develop and enhance the services offered to the patients across the ICB.
- 5.2 The primary care dental and orthodontic contracts are defined as in perpetuity they are rolled forward on an annual basis unless specifically amended. The contracts are based upon targeted Units of Dental Activity (UDAs) or Units of Orthodontic Activity (UOA's) which roll forward on a recurrent basis, with costs uplifted for the annual Doctors and Dental Renumeration Board (DDRB) inflationary uplifts, all of which is full funded and budgeted for as part of the annual financial planning processes.
- 5.3 The majority of the primary care budget could be described as fixed as it is based upon the existing contracts in place, however a number of providers have handed back their contracts, it is the resources arising from these hand backs which allow for changes and new innovative investment programmes, as described and included in the commissioning plan, to be funded.
- 5.4 The secondary care dental contracts will be aligned to the overarching acute contracting terms and conditions applicable to all ICB acute contracts. The ICB acute contracts are developed using the payment by results system and paid for using national tariffs. The contractual terms and conditions for 2024/25 will need to reflect the systemic changes encountered in 2023/24 with providers struggling to sustain services, with some local providers having to suspend or reduce some services such as orthodontics and restorative dentistry, both services being officially identified as being fragile services. The secondary dental budget will be based upon the activity demanded and capacity delivered by acute providers, with contracts reflecting the expected level of service delivery in 2024/25. All additional resources to fund the investments in the dental commissioning plan will be fully funded from within the overall allocation.

- 5.5 The community and special care dental contracts are based upon existing contractual terms and conditions, all be it on time limited contracts held with the Lancashire Collaborative and North Cumbria Partnerships. The only currently forecasted changes in 2024/25 will be the implementation of the DDRB inflationary uplifts for 2024/25, these are historically funded by NHS England when negotiations are concluded, and adjustments implemented.
- 5.6 All aspects of the ICB dental financial planning are reconciled to the dental allocations, budgets will be set as described above.
- 5.7 The investments in the commissioning plan are fully restricted to the values available and arising from the contractual handbacks, this is designed to ensure that the investment can be made from resources that are fully funded but not fully committed, therefore removing as far as possible any financial risks.
- 5.8 The total value of the recurrent handed back contracts is more than £4m therefore the proposals are substantially less than the resource available. This process is not expecting to permanently reinvest resources from primary care dental, if for example resources become available from the existing secondary dental budgets these will be utilised for the non-recurrent investment in those investments into the acute sector.

6. Risk

- 6.1 Financial risks have been mitigated as far as possible, only resources that were historically committed through contracts and, therefore, fully and recurrently funded have been identified to finance the proposed investments. The proposed investments are also predominantly non recurrent, many are one-off investments, those that are service based are initial pilot programmes that can if proven to be unsuccessful and not delivering the intended benefits, or if financial conditions change in an adverse manner, be terminated.
- 6.2 Clinical risks have been mitigated as far as possible, the DAOHIP is a clinically led programme, and the highest priority investments arise directly from this programme. Other investments arise directly to mitigate service delivery issues that have arisen within the current financial year.
- 6.3 The highest priority investments are to be implemented in the areas identified as having the greatest clinical need, this is to directly react to the issues of oral health inequity identified in the DAOHIP.
- 6.4 The contracts for pathways one, two and three terminate on the 31 March 2023. Providers require sufficient notice to manage their appointment books, around two months, to ensure that there is no interruption in provision.

7. Recommendations

7.1 The committee is asked to:

• Approve the dental commissioning plan for 2024/25.

David Armstrong

Senior Delivery Assurance Manager

Appendix 1 – Detailed Dental Commissioning Intentions 2024-25



| Pathway | Priority | Q1 Apr - Jun 24 | Q2 Jul - Sep 24 | Q3 Oct - Dec 24 | Q4 Jan - Mar 25 | Total (000s) |
|--|----------|--------------------|--------------------|--------------------|--------------------|--------------|
| Child Access and Oral Health Improvement | 1 | £264,800 | £234,800 | £240,800 | £240,800 | £981,200 |
| Care Homes | 2 | £84,500 | £84,500 | £84,500 | £84,500 | £338,000 |
| Pathways 1, 2 & 3 | 3 | £304,200 | £304,200 | £150,000 | £150,000 | £908,400 |
| Managed Clinical Network (Restorative) | 4 | £7,750 | £7,750 | £7,750 | £7,750 | £31,000 |
| Expansion of Orthodontic Services | 5 | £50,000 | £50,000 | £50,000 | £50,000 | £200,000 |
| Intra Oral Scanners | 6 | £60,000 | £0 | £0 | £0 | £60,000 |
| Surgical Exposure Service for Paediatrics | 7 | £5,000 | £5,000 | £5,000 | £5,000 | £20,000 |
| Expansion of Primary Tier 1 service - General Dentist with Special Interests | 8 | £0 | £2,500 | £5,000 | £5,000 | £12,500 |
| Sedation Service | 9 | £26,250 | £26,250 | £26,250 | £26,250 | £105,000 |
| Advice & Guidance | 10 | £10,000 | £10,000 | £10,000 | £10,000 | £40,000 |
| M&LCSU Management Support | ii | £52,500 | £52,500 | £52,500 | £52,500 | £210,000 |
| | | £865,000 | £777,500 | £631,800 | £631,800 | £2,906,100 |

Recurrent Handbacks

| | | | | | | 01 | 02 | 03 | 04 | 2024-25 | | |
|--|--|--|--|----------|-------------------------|--------------|--------------|----------------|----------------|---------------------|--|---|
| Pathway | Scheme Details Lancashire and South Cumbria has some of the worse child oral health in England (Pendle and Blackburn with Darwen are | Comments/Costings Child Access 7 areas and 2 towns (Barrow, South Lakeland, Blackburn, Burnley, Blackpool, | Benefits and Outcomes Outcomes: | Priority | Area | Apr - Jun 24 | Jul - Sep 24 | Oct - Dec 24 | Jan - Mar 25 | Total (000s) | Risks | Mitigations |
| Child Access and One Health Improvement | resists than odd to work in the country. It is also described one receivers the large larger for children, including blose who require an estruction of teeth in a hospital setting with some watering for treatment for our SSS of their life in pair. It is payment pair in the stranger planner can refer them are with board authority and apposition health sublagance is providing as in integrated approach the prevention through a work in the balance of change programme while offering clinical later for a transpropriated children in part formed and to are with upset of our pathway. The planner will all this integrate provide cannot will be provided prevention exercise to other enhanced clinical can sublished pathway. The planner will all this integrate provide cannot will be provided prevention exercise to other enhanced clinical can sublished pathway. | Child Access 7 ames and 2 towers (before, south scientific, Blackhoot, buttles, Blackhoot, Allen Child Access 7 ames and 2 towers (before south as a control of the scientific and the s | 2,000 transment aptient appointment for children in pain. Authorized change (fire (F. 2005 familie), parests or current of children Redescition in sweet in redefe? Year of whee No took of after inferent in pain who can't attend uthool due to pain from tooth ductor. Authorized (F. 2005 familie) or well-office and more appricant in reaging symptomatic children, using enhanced care techniques care and politically care wereforces with more appricant in reaging symptomatic children, using enhanced care techniques families the limit the limit to vertical or all control or an extra control or an extr | 1 | Primary Care | £220,800 | £220,800 | £220,800 | £220,800 | £883,200 £36,000 | 1) The Expression of Interest earning a particular stating they would wish to be part of this pergramme, the risk happing that the part of this pergramme, the risk happinghed is the consoning capsaly happinghed in the consoning capsaly permitted additional fact and factories. I will be consolidated that the consolidated are in the consolidated and the consolidated capsal factories. I will be consolidated to the consolidated capsal factories are the capsal factories are the consolidated capsal factories are the capsal factories are | 1) Provider how already made positive noises describe scheme. 2) Os 80 Geldwery will be for routine activity which the behavior and part of enhanced certified the behavior of the scheme of the scheme of 2) Phasing the implementation and working will consider a scheme of the scheme |
| | | Expansion of the Call Handling service to accommodate the increased number of calls arising from the implementation of the Child Access and Oral Health Improvement and the Care Homes | | | | £8,000 | 68,000 | £8,000 | £8,000 | £32,000 | pressures arising on the call handling service due to the high priority investmen in Paediatric Access and Care Homes | t |
| | | ministrates (Protify 1 and 3) Finding to support the Ontal Accos & Out Health Improvement Programme with additional resources for communication and public relations. Communications is destroked as a key piller of the programme continues, proposals and investments the programme will not be as successful. These | | | | £30,000 | £0 | £0 £240,800 | £0 £240.800 | £30,000 | in Paediatric Access and Care Homes 1) One of the key work streams in the Dental Access and Oral Health Improvement programme is communications, this is an intergral part of this particular programme but the resources are expected to benefit other programmes | The resources will be used to communicate the outcomes and proposals from the DA&CHEP |
| | In recent years there has been increasing focus on improving the quality of care for residents in care homes and in ensuring that care homes are supported by appropriate health services. In response to national reports from both the CQC and the NMC, the Enhanced | Total | | | | £264,800 | £234,800 | £240,800 | £240,800 | £981,200 | | |
| Care Mones | health in Care Universe are updated to include a more comprehensive section on or all health care. In this intertaint is in the important in terms in support from price of the terms is design of the health of the intertaint is in the important of the intertaint is in the intertaint in the intertaint is intertaint in the intertaint is intertaint in the | top providers to work with LaL/PON to deliver the pathway. I sension per week. If a 1500 per sension (included clinical divising), however a nurse led training/lengagement accide with a care home would be J250. Make would be (15 x 6550) x (524) = 544.500 per quarter. | Nationals of the pilot raised to both service delivery (support for case home seams and direct largery for residents) and a greater understanding of derivant from care home enabling a more permanent solution to be commissioned in the fisher. The development a policy on or call health. The development a policy on or call health. The development applicy on or call health. The development applicy on or call health. The development of broadlegs and skills for care satisfact. The development of broadlegs and skills for care satisfact. The development of broadlegs and skills for care satisfact. The development of broadlegs and skills for care satisfact. The development of broadlegs and skills for care satisfact. The development of broadlegs and skills for care satisfact. The development of broadlegs and skills for care satisfact. The development of broadlegs and skills for care satisfact. The development of broadlegs and skills for care satisfact. The development of broadlegs are satisfac | 2 | Primary Care | £84,500 | £84,500 | £84,500 | £84,500 | £338,000 | 11 Quarter 2 didinary will be minimal while the service modifies. 20 Uncertainty of the Australia of provider provider provider to the control of the demand from care to the control. | 601 resulted in 22 practices responding |
| Pathways 1, 2 & 3 | Findings I (Superior Charted Carle This purples growing is care to the state of regular dentite or are unable to access their current dentits and have purples growing inclination and inclination growing, verified, belongs and dentity paids. Findings I care reported definiting an engine interest to service underly paids and paids. Findings I care reported definiting an engine interest to service under larger to the state further treatment to making an engine interest to service under larger treatment and paids and the state of the | Support for Usgant Cure and Fidolow Up Cane (Pollway 1 is efflue, pullways 2/0 offset and funded) | Pathway 2 Approximately 50,000 unjent care appointments for patients in pain. Pathway 2 Approximately 6,000 follow up appointments for patients requiring treatment having already had an urgent need addressed Pathway 2 Approximately 1,000 courses of treatment to make patients orally fit. | з | Primary Care | €304,200 | £304,200 | £150,000 | £150,000 | £908,400 | 13 The pathway constraint and on the transport of the pathway of the pathway of the the benefits to pathway and service the origing commissioning elementum, origing commissioning elementum, proposed. The letter cost included, the offset value is provedy included within the benefits commission. | It is a support to the support of the support |
| | Restorative dental services are recognised as a tragile service by the ICB and at present there is no funded clinical leadership, unitie Orthodoritics, Oral Surgey, Special Care and Pacidatric Dentitry. | | The funding will secure 3 sessions per month for a Restorative MCN Chair to provide clinical leadership in the transformation of restorative services across the ICB. | | | | | | | | | |
| Managed Clinical Network (Restorative) | The proposal is to find a Plasticustic managed clinical release (MCN) in like with national commissioning guidance to excess seasonables apport that (27) revider followings and the fits coll front life finds within this commissioning, quality propriement and service transformation of specialist restorative identities that operate across both secondary care and primary care. | Creation and support for a Restorative Dentistry managed clinicial networks | | 4 | System wide | £7,750 | £7,750 | £7,750 | £7,750 | £31,000 | The approval to suspend external resources into the UHM/B Restorative Svs was that an MCN was formed to develop the service collaboratively across the ICB providers | The MCN can be implemented and developed This was a part of the agreement relating to the suspension of referrals to UHMB Restorative |
| Expansion of Orthodontic Services | Secondary Open embedience in recognition are as figured as entered by the CES. Nationally filtered as of designed or considered embedded in the control of t | Expansion of Orthodonic Services in ELHT to support the additional consultants activity. Anote Orthodoxinch has been identified as a Pagile services across the ICE – with the worlforce resolutioned and extension cloud as the major cojntributory factor. | This pile pile for the consultant would be gift between Burning and Backborn with the consultant providing a flat large of secondary care service. The CB would be in a much bester possible to progress with its restrictmention or secondary care orthodomics into a pain CS variety, reading patient impact the by law quite, candidary patients, candidary patients. | 5 | Acute | £50,000 | £50,000 | £50,000 | £50,000 | £200,000 | The orthondontic service is recognised as being a fragular service, at risk primarely from workforce capacity | Permitting the employment of a further consultant at East Lancabrie Hospitals NHSFT will provide further assurance of the services sustainability and resilience into the future. |
| Non Recurrent Funding for Infrastructure | Moderning the Orthodorist care pathway he by to bitching new direct states into the CLS as well as providing a more consistant service. Inseption grammy and secondary are services, plithous general patient treatment gives to be decidenced primary care by a specialist in an important appect of reducing pressure in secondary patient. More preserving patient mostly as the secondary care of the patient of the patient patient of the patient patient and of the patient patient of the patient patient patient and patient patie | inso and scenners. One for each hospital department. Supports the modernisation of the orthodoritic pathway. | Closed lessons Troits will be able to instanting have directed models of parliered mouths by provider apid discision making phresen consultant, and population sources. The state and provider apid discision making phresen consultant or population to units when the more may be gap in insmalater or specialist closer. See the confidence of the confidence o | 6 | Acute | £60,000 | | | | £60,000 | | |
| Surgical Exposure Service for Paediatrics | concellation belong critical point on excellent years. As expected prior to enthelessive transferred in by undergoing the procedure in excellent parts. Les largely default in wait threes, mean that officine are welling over 12 months before they can such that or this combination treatment plan. By delivering the exposure in Primary Care, the wait time is greatly reduced and care offers delivered closer to home. | Creation of a Tier 2 Paradiatric Service to reduce Acute Admissions Values currently estimated - awaiting Elift notification of the numbers of patients, and a cost per review | This pollway would provide care for approximately 80 children per year. It would reduce the number of children requiring hospital brastment for care, and in turn speed up the orthodortic treatment flactations in risk to particular those most recognition and less demaged to roots for children who are waiting many morths for treatment, in certain of committence. | 7 | Primary Care & Acute | £5,000 | £5,000 | £5,000 | £5,000 | £20,000 | 1) Uncertainty over the net impact on acute activities | Implement assuming no net reductions in acute activity, the service being of a higher quality for patients by avoiding hospital attendances where possible |
| Expansion of Primary Tier 1 service - General Dentist with Special Interests | Restance feeds are local services, see recognised in Topic by the CAC. This investment will support the development of primary care products to develop and consumer services the development of primary care products to develop clause working relationships with securative year point in section that seeing the shadows of the second services are consumer as the second second services are consumer as the second services are consumer as the second second second services are consumer as the second | Expand the numbers of COP's with Special Interests in Endodonics, Periodonics and Prosthodonics (Quarterly numbing cost ESS) | Developing a network of GOPs to support secondary care restorative services: Februaring the skills of immirrary cere destillations: Part of the development work will false at some treatment being delivered in Primary Care Support the excultiment and restition of varieties or Batter utilisation of skills that exist in Primary Care | 8 | Primary Care | £0 | £2,500 | £5,000 | £5,000 | £12,500 | Uncertainty of the number of providers 2) Risk of capacity in PINC to deliver some schemes in a timely manner. | Delivery Assurance will seek expressions of interests from across the ICB primary care providers. Replicate existing models implemented for similar programmes. |

| Sedution Training | secondary can for extraction under a general assembler(CRA). This proposal will develop a retended of primary can practices to delivery, a fair age of maintactive post an extractive some services for the minorize patients and children, negating the need for secondary care admissions and reducing the present CRA wall fail in hospital. | Development of the dental stams for two detectal nurses and one dentals in each practice. Yarning for both inhibitions and intravenous selection. Beautilia: Support the electric care recovery, reducing the adminisions for selection. Relations in secondary care adminisions for extractions. Relations assendary care adminisions for extractions. Paster access to care for partiests who are in pain but do not meet the P1 or P2 critical for secondary care. | 9 | Primary Care | £26,250 | £26,250 | £26,250 | £26,250 | £105,000 | |
|--|--|--|----|--------------|----------|----------|----------|----------|------------|--|
| Non Recovert infrastructure | As part of the electric care recovery people in the Managed Clinical influences (DMCs) for CVA Supery, Special Clane, Presidence and O'Dischell have been developed insolves that readour level for plentins to state as been deligh president as a base letting for care. Managing patients in a primary care setting end only frees up capacity in secondary care, thereby reducing the number of patients within goveral, it also produces a more diverse (she have for directions in Primary linked to this range of managing care of the primary of the p | An outcome of this investment is a foodcolation that builds on the existing electronic referral platform and will allow board records thereof investigate disconding registering and the platform of the plat | 10 | | £10,000 | £10,000 | £20,000 | £10,000 | £40,000 | |
| MICSU Programme & Project Management of Secondary Dental Transformation | MACSUA perioded a proposal for supporting the transformation of secondary dental services. The proposal includes detailed support to the Delivery Associates team with Programme Management and Project Management support to lead or the Transformation of Secondary Dental Services service the CC. | Programme and project management support to deliver the transformation of finglis secondary care dental services (Orthodonfic and Restorables). | 11 | | £52,500 | £52,500 | £52,500 | £52,500 | £210,000 | The proposal has been extended into 2024-25 to mitigate the risk the resources end in March24 and the transformation is not completed. |
| | | | | | £865,000 | £777,500 | £631,800 | £631,800 | £2,906,100 | |