

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee
Date: 20th November 2019
Report for: Information
Report of: Sara Radcliffe Director Integrated Health and Social Care Strategy Trafford CCG and Council

Report Title

Trafford Together Locality Plan for Sustainability and Reform – incorporating the NHS Long Term Plan.

Summary

Trafford Together Locality Plan is our blueprint for the transformation of health and social care over the next 5 years. It will also incorporate the NHS 10 year long Term Plan. We see this as part of a wider Trafford Partnership which includes the many areas of change that health and social care is part of. In so doing we aim to be part of our public service reform so that we have shared resources and shared aspirations and outcomes.

Trafford Together Locality Plan incorporating the NHS Long Term Plan outlines:

- Trafford's priorities, behaviours and principles
- Trafford as a Place
- Transforming Public Services in Trafford
- Building a sustainable system
- Trafford enablers – unlocking economic potential
- How will we make a difference
- NHS Long Term Plan

Recommendation(s)

The Committee is asked to note the development of the Locality Plan which is going through the governance routes of the Council and CCG – a more in depth presentation could be given to the next committee if needed.

Contact person for access to background papers and further information:

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1. Background

The Trafford Together Health and Social Care Locality Plan for 2019 – 2024 has been developed over recent months with partners. It sets out our aspiration to improve and reform our health and social care system as part of our wider Trafford system. In doing so it will be a main foundation of how Trafford implements the Health and Social Care NHS Long Term Plan, as part of an integrated health and social care system.

Our overarching aspirations are to work together to help achieve:

- Better lives for our most vulnerable people.
- Better wellbeing for our population.
- Better connections throughout our communities.

The Trafford Together Locality Plan has been developed as a plan for all people, of all ages that live and work in Trafford. We realise that many of our health and social care system developments have been focused on adult services. However, as we move forward we will build our work in relation to all ages. We believe that in order to make the greatest change in the health and wellbeing of the people of Trafford, improving services to children and young people will be essential, and we have to engage with them so people get used to us, doing things with and not to people. We will do this by focusing on our population, the people we serve, the place where we live and work and the partnerships we develop. We will prioritise 6 major areas of reform; Prevention; Living Well at Home; Planned Care; Urgent Care; Children's Care; and Mental Health.

Trafford performs well on many indicators, but this masks large inequalities within the borough. Health outcomes as a whole are similar to the England average, but are markedly worse in the north of the borough and in Partington in the west, than in the borough as a whole. We continue to see much poorer educational outcomes for our children who are eligible for free school meals than for others.

We know that most health outcomes are determined not by health services but by the 'wider determinants' of health. Smoking, diet and physical activity have a direct relationship to the likelihood that we will develop cardiovascular disease or many cancers, but other aspects of our lives such as our education, housing, and the local environment are equally important. Clean air and good housing reduces asthma risk, so improving the quality of the air we breathe and the houses we live in will reduce hospitalisation rates for asthma and other lung conditions, and so will both save money and improve people's lives. Creating an environment in which it is pleasant to walk and cycle will also improve health and wellbeing, improve social cohesion and local businesses. Therefore our plan will have prevention as a major foundation of not only what we do but how we deliver all services. Addressing the inequalities in our outcomes will be a major part of our Locality Plan and is part of our collective aspirations.

We have built on our previous 2016 plan and have reflected on what we have achieved and learnt over this period of time. The health and social care landscape within the UK, Greater Manchester and Trafford has changed within this period and we have had to address issues as well as build on our successes.

In our Trafford Together Locality Plan we are building on the positive aspects we already have in place and what can be seen in a variety of embedded and emerging schemes of work such as; One Trafford Response; Let's Talk and; our established neighbourhood model. There is a collective willingness to further develop what we have together with our engaged system leaders.

One of the main themes that we have carried through our work in Trafford over the last five years has been our commitment to health and social care integration. We have built upon the strong platform that we already have in place in the borough in terms of partnerships to establish:

- A joint working arrangement in strategic commissioning that has enabled the Council and the CCG to move into Trafford Town Hall and work coherently together, forming our Integrated Commissioning Directorate (ICD).
- Joint senior leadership appointments across the health and social care system.
- The establishment of a Local Care Alliance (LCA) that has provided a joint working arrangement between partners to steer the reform and development of health and social care in the borough.
- A Trafford Local Care Organisation (TLCO), established in 2019, that has built upon the integration work of staff in community health and social care services over the last five years.
- Developing our five GP networks in our four neighbourhoods.

In Trafford we will aim to work towards a culture of co-production within the borough. This will be supported by system leadership that enables people from different organisations, groups and individuals to feel they have a valid and significant contribution to make in how we reform and develop over the next five years. In doing so this plan cannot be a document that is agreed and implemented. It has to be a strategic framework that we acknowledge, through co-production, may change and evolve over time.

Therefore, we are setting as a part of our plan a year of engagement starting from October 2019. The people of Trafford, those who work and live here, are our most important and empowering lever for change. We want to create together a platform for change which is built on working together, thus starting to create a social movement across our locality, neighbourhoods and communities. In doing so we will aim to have practitioner leadership across health and social care that is led through our different partner forums including Trafford Partnership and Trafford Local Care Alliance.

This document is therefore Trafford's Locality Plan **Version 1 in development**. We will submit this version through our system governance structures in late 2019. However, we will continue to develop and work on this plan with a wide range of partnerships, organisations, groups and individuals through 2020 and beyond. Therefore our plan is based on working with and for our population, our people, our place, and our partnerships. We will build on our place through embedding prevention and person centred care in all that we do. We will work within our four neighbourhoods and across our locality to build our partnerships and to reform major areas of work. We will underpin this system reform with a cultural change in

leadership and how we design and deliver, which will include a strong focus on our enabling strategies such as digital, financial reform and engagement.

2. Current Position

The plan is currently in development. We have based our plan around 4 main principles these are our population, the people we serve, the place where we live and work and the partnerships we create. In doing so we have three main aspirations for this plan: better lives for our most vulnerable people, better wellbeing for our population and better connections across our communities. We have built our plan around our place and in Trafford this is our four neighbourhoods, our locality and working with other localities in Greater Manchester.

Our foundation for health and social care integration in the future has four areas. There is our Local Care Alliance made up of our health and social care providers and commissioners working together; our Local Care Organisation which is delivering community health and social care in our four neighbourhoods; our GP primary care networks that together will collectively be developing care and; an integrated strategic commissioning function that will commission for the person.

We aim to look at six areas of system reform and build upon these through the five years, these are prevention, living well at home, our urgent care system, our planned care system, our children's services and our mental health system. By prioritising together these areas of reform, and working across our partnerships, we aim to also achieve the NHS Long Term plan, which is an integral part of our locality plan. The system reform areas will aim to move our resources to where they will have the biggest benefit for long term health and wellbeing for Trafford people. Over time we see this as a move to prevention and being able to live well with appropriate support in our neighbourhoods. Each area is underpinned by reform of key system enablers these being our digital strategy, finance and contracting, people and engagement. We will work to implement the reforms, with our partners, in a yearly delivery cycle enabling us to plan deliver and assess as we change the system.

We do not want our plan to be a document which we write and revise at the end of five years, we are confident that there are already parts of our plan that we could do better or we need to change. Therefore, we are entering a year of engagement in Trafford. We want to move towards a way of working in our Trafford health and social care system which is person centred and based on co production. We know that we will not achieve this in a year, but we hope that it will be a foundation for cultural change that will move us to a different way of seeing and delivering health and wellbeing in Trafford for our future.

3. Key Issues for Health Scrutiny to Consider

The work has been steered by a weekly working group from across the CCG and Council and supported by a programme management approach – with reports monthly to the Local Care Alliance which includes membership from Trafford CCG, Trafford Council, THRIVE, Manchester Foundation Trust, Greater Manchester Mental

Health Trust, Primary Care and representation by Health Watch and the GP Local Medical Committee.

The developing plan has also been to 16 meetings and events over the last few months, to seek views, as it has evolved.

The report is currently going through the governance routes of the Council and CCG.

4. Key Questions for Health Scrutiny to Consider

Health Scrutiny may want to consider how the main reform areas are fed back to scrutiny over the forthcoming year. Each reform area has a Senior Responsible Officer and a delivery vehicle which will feed its work into the Local Care Alliance for consideration, across all our partners as a joint piece of reform and development.

The committee is asked to note the report and the plan which is going through the governance routes of the Council and CCG – a more in depth presentation could be given to a future committee meeting if needed.

5. Links to Corporate Priorities

This work underpins the Health and Wellbeing priority, but also has links and an impact on all corporate priorities through the interplay of health across the corporate priorities, and its role in achieving the Trafford Locality Plan.

6. Appendices

None