

TRAFFORD COUNCIL

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

Report Title

- 1. Trafford Community Services Transfer Update – this is the transfer of community services from Pennine Care NHS Trust to Manchester Hospitals Foundation NHS Trust and a new Section 75 Partnership Agreement with adult social care to form the Trafford Local Care Organisation.**

Summary

1. The successful transfer of over 600 staff from Pennine Care NHS Trust into Manchester Hospitals Foundation NHS Trust, was completed as planned on the 1st October 2019.
2. The community health services that have transferred and adult social care services through a new partnership agreement are now known as Trafford Local Care Organisation (TLCO) and will be led by the Manchester Local Care Organisation Chief Executive.
3. All milestones and deliverables of the transfer programme have been achieved or have been carried forward into the emergent Trafford Community Services Transformation Programme.
4. A lesson's learnt session has been completed with key stakeholders and will inform future programmes of work going forward.
5. TLCO operating model is place based in Trafford's four neighbourhoods, has integrated health and social care teams and management, and an identified Trafford leadership team. It is also part of the MFT group structure and is able to access the wider benefits that are available through this arrangement
6. A detailed Post Transfer Implementation Plan has been put in place to move services into business as usual from April 2020.
7. A Community Services Transformation Programme Board has been established to drive forward the work needed to achieve the aspirations as set out in our Trafford Together Locality Plan. Further work is required to prioritise the transformation of existing services linked to the identified system priorities.

Recommendation(s)

- The committee is asked to note the successful establishment of the TLCO and the ongoing work of the Community Transformational Programme Board to ensure continued improvement.

Contact person for access to background papers and further information:

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1. Background

Trafford CCG and Trafford Council took the decision to undergo a procurement process in 2018 which culminated in the transfer of community health services from Pennine Care Trust to Manchester Foundation Trust in 2019. The committee has received previous reports on this piece of work.

2. Current Position

The transfer programme has now been placed into closure with the majority of key milestones having been completed or being actioned by the emergent Community Service Transformation Programme Board, which is chaired by Martyn Pritchard and involved Trafford LCO, MFT, Trafford CCG and Trafford Council. It is worth highlighting that considerable work has taken place to get to this point and ensure there is a good foundation to build a transformation programme. Of particular note are:

- All agreed key milestones were achieved, including the signing of the Business Transfer Agreement.
- The safe transfer of over 600 staff delivering 34 services by 1st October 2019.
- Significant staff engagement, with positive feedback, ensuring the workforce can make a positive contribution to the forthcoming change programme.
- New governance and leadership arrangements in place.
- Branding chosen by staff, which gives TLCO a unique and positive identity.
- A leadership team that has continued to contribute and lead many aspects of the Locality Plan work programme, which is intrinsically linked to the transformation of community services.
- A new Section 75 Agreement to form the basis for TLCO integration with social care.
- A robust programme management approach ensuring all deadlines have been adhered to.

3. Key Issues for Health Scrutiny to Consider

A full Risks, Assumptions, Issues and Dependence log was established for the transfer programme which was regularly reported at the Community Service Transfer Programme Board. There is one outstanding risk which relates to the overall contract value and delivery within agreed financial parameters. This risk will be transferred into the forward plan of the newly established Community Transformation Programme Board, and mitigating actions developed in order to transform services within the funding envelope agreed in the contract for services.

4. Key Questions for Health Scrutiny to Consider

We have agreed a transformation programme approach and therefore established a Community Services Transformation Programme Board with new terms of reference and a revised membership. The committee may want to consider how it is kept informed of progress as we move forward.

Building from existing quality improvement work we have identified a number of service areas that we believe there are 'immediate opportunities' to redesign and improve service provision. These service areas were also highlighted through the due diligence process:

- Start Well: CAMHS, Looked After Children (LAC) Initial Health Assessments and ongoing support, Community Paediatricians Service.
- Living Well at Home/Intermediate Care: One Stop Resource Centre, Community Rehabilitation, outpatient rehabilitation, Ascot House.
- Planned Care: Musculoskeletal services.

It is also important to note the CCG has identified a series of pathway priorities for system wide redesign that form a fundamental part of the Trafford Together Locality Plan and the specifics of the NHS Long Term Plan. Of particular note is that there are a number of enabling schemes that will be a necessary part of the change process.

The key to any transformation is a recognition of the value engagement with our service leads and front line staff will have. We do not envisage making any changes without a robust process that is led by service leads who intrinsically know their services and the changes that would work for them. The need for coproduction in service redesign and transformation is essential in delivering the desired outcomes across the piece.

5. Links to Corporate Priorities

This work links to the Health and Wellbeing priority but has 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

The networked operating model for Trafford Local Care Organisation

