

TRAFFORD
TOGETHER
LOCALITY
PLAN
REFRESH
2021

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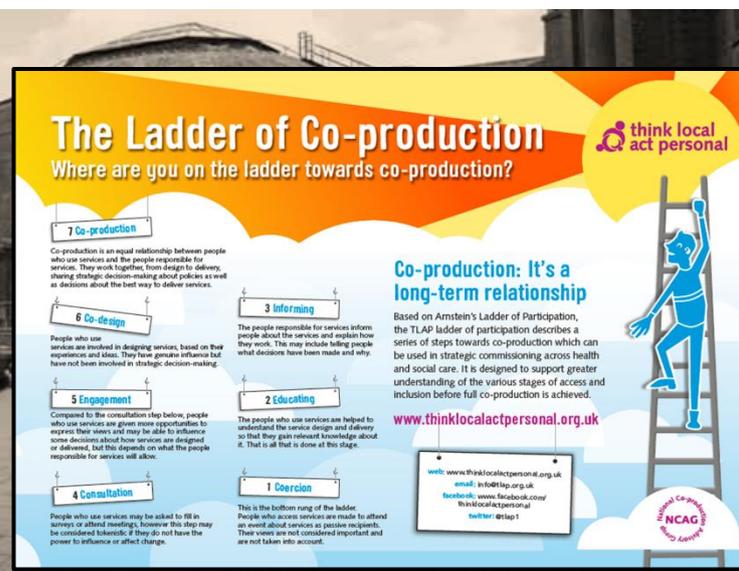
Foreword from the Trafford One System Board

This is a refresh of our Trafford Together Locality Plan 2019-24. The plan was first agreed in November 2019, having been developed and owned by the partners in the Trafford Local Care Alliance. The plan was built on a collaborative approach that had at its heart the principles of place, people, population and partnership, to ensure that we developed and delivered our services for Trafford people together. This was Trafford's second locality plan, the first having been written in 2016, when the GM devolution was agreed. Therefore we were learning from the first plan and continuing to build on the work that had gone before us.

We have also seen at the end of 2020 the publication of the integrated care white paper and subsequent bill, which means the role of CCGs will disappear and the establishment of Integrated Care Systems, across England, established. This will culminate in a new health and social care system by April 2022.

In light of this changing context we have refreshed the locality plan, so that the above journey is documented and that there is a plan, that the Trafford system can take forward into 2022. This refresh should be read in conjunction with other strategies and plans across the system.

1.1 Trafford Together Locality Plan 2019-24: A Refresh and Recommitment



The Trafford Together Locality Plan 2019-24 was published in 2019 and remains our blueprint for the transformation of health and social care. The plan was developed and strategically owned by the Trafford Local Care Alliance (LCA) and its constituent members in statutory health and social care providers and partner sectors. The LCA has been the driving force behind recent changes and been involved in creating the system architecture as it has evolved over the past 18 months. The LCA will continue to play a pivotal role in shaping the refresh. The collective commitment to our **Locality Plan Refresh** is in light of the publication of the **White Paper and Health and Care Bill** and therefore the **imminent national reform of health and social care**. This is an opportunity to collectively reinforce the aspirations of our original Locality Plan whilst reframing and refocussing our efforts where required, so as a Trafford system we take forward our joint plan together into 2022.

Prevention

Living Well at Home

Urgent Care

Planned Care

Children's Services

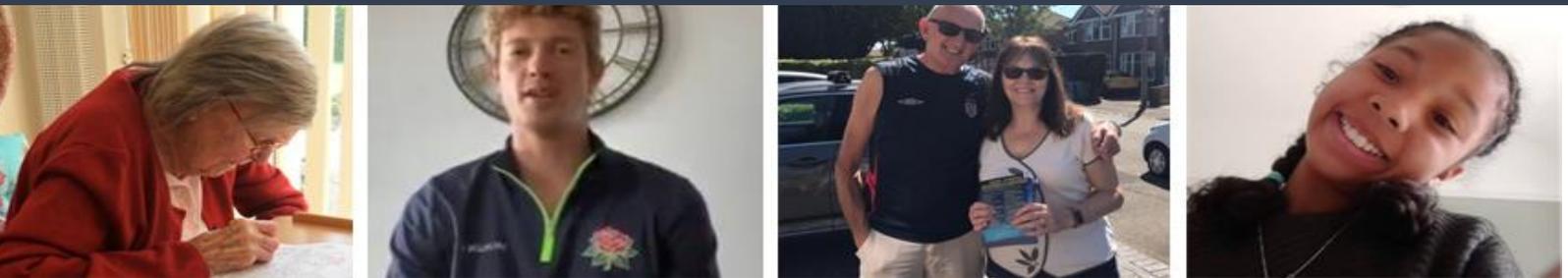
Mental Health

The system reform areas agreed in the 2019 plan (above) had the ultimate aim to move our resources to where they will have the biggest benefit for long term health and wellbeing for Trafford people, with each area underpinned by reform of key system enablers; digital strategy, finance and contracting, people and engagement.

Over the course of the pandemic we have had to implement rapid changes to the ways we support people in their community, in their own home, in acute care and across all of our health and social care services. We have experienced new pressures to support the most vulnerable to self-isolate at home for extended periods of time, on our funding to deliver this and on our staff resource and capacity due to sickness, self-isolation and shielding measures. New health inequalities have emerged nationally and in our Trafford population as a result of the pandemic, and existing inequalities intensified. But Trafford has risen to the challenge and adapted approaches and ways of working to ensure we place our resources where they will have the biggest benefit for long term health and wellbeing for Trafford people, such as the rapid deployment of digital solutions in Primary Care to enable people to access medical support and advice throughout the pandemic. Over time we see this as a move to prevention and being able to live well with appropriate support in our neighbourhoods.

We have built on the 2019 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. Our key six areas of system reform above remain key commitments across the health and social care system, and now form the basis of our three Strategic Design Groups, Living Well in My Community, Living Well At Home and Short Stay In Hospital, which bring together partners and colleagues in a shared space to deliver the ambitions of the Locality Plan and design how we do this together.

1.2 Implementation of the Locality Plan Refresh

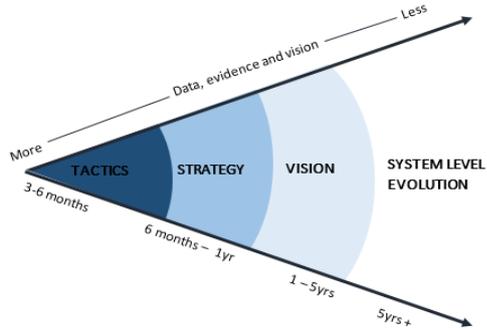


A critical issue that the Covid-19 pandemic has taught us is that we have significantly changed the way we work. The ability for organisations to **flex and be agile** will be crucial in the future especially as we embrace the changes that the Health and Care Bill will bring with the creation of Integrated Care Systems.

The Trafford system has worked together to plan and implement effectively, and we must be willing to accept more uncertainty as we continue on our journey of reforming the system. We cannot include every detail in this plan, as there continues to be a significant level of unknowns, but we will be open to continued iteration of our strategy and tactics with the ambition of improving services for the residents of Trafford. This approach we believe will enable flexibility for the local organisations to respond to external factors.

An example of how this has been achieved in Trafford is through the acceleration of the digital transformation programme across the health and social care system. Without this change we would not have been able to function and deliver services during the emergency.

We are now working and living with uncertainty about the future, so it is likely we will need to change how we **implement and plan our work on the Locality Plan** into the future. We will identify highly probable events which are backed up by data and evidence and continue to work in 12 week sprints to achieve these probable events / actions. The framework for planning will be in four stages; (1) tactics; (2) strategy; (3) vision and (4) system-level evolution or change.

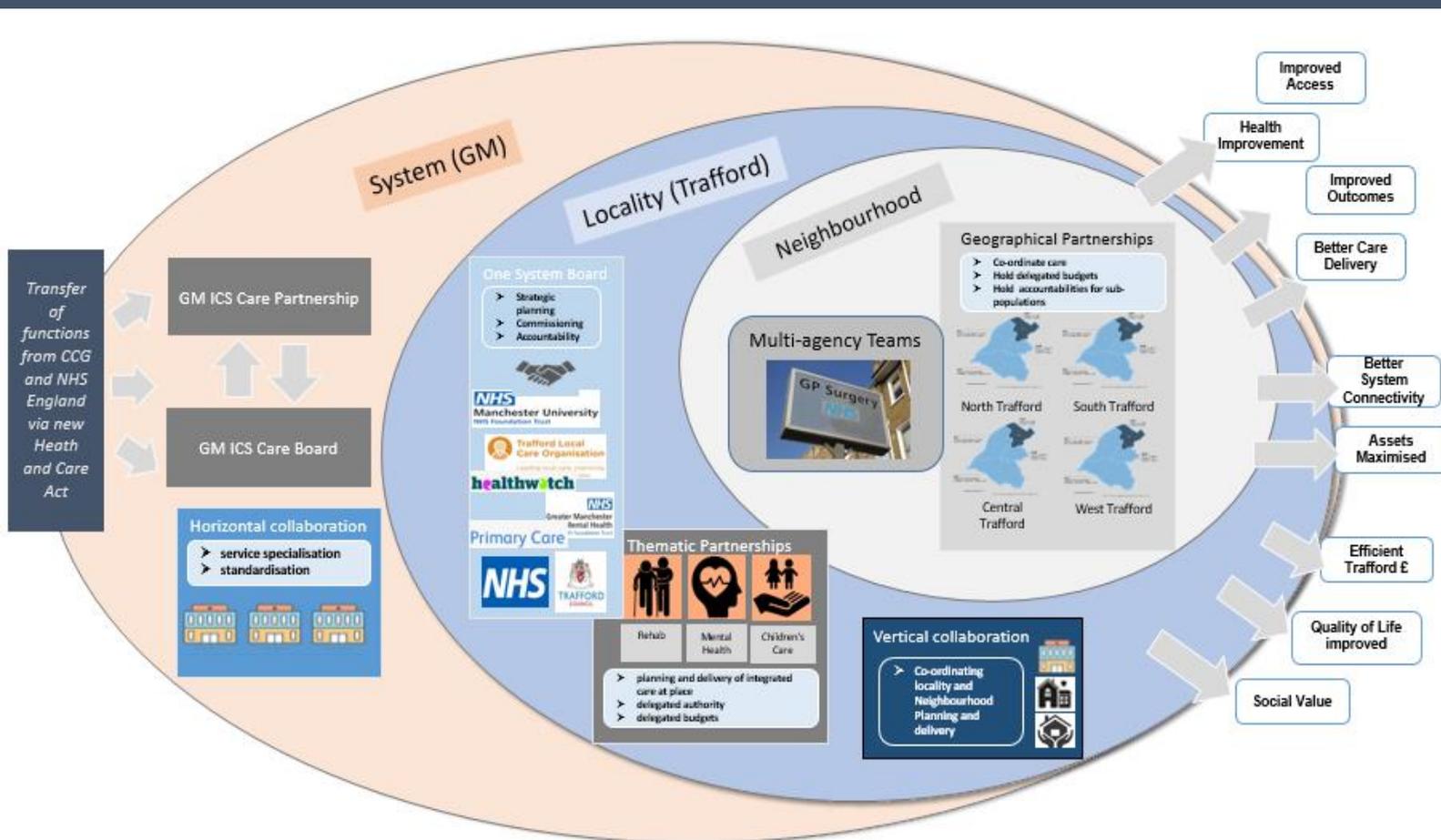


1.3 An Integrated Care System

1.3.1 White Paper and ICS changes ahead -

In February 2021 the Government published 'Integration and Innovation: working together to improve Health and Social Care for all', a White Paper setting out legislative proposals for a Health and Care Bill with a focus on removing barriers that stop the system from being truly integrated.

The new legislation will aim to resolve the tensions between the formal rules for the NHS and how the system wants to actually work in practice, by making changes including removing competitive tendering requirements for clinical services and setting out that NHS and local authority have a duty to collaborate in an Integrated Care System (ICS).



Trafford Locality Operating Model

1.3.2 Our structured approach to transition

Trafford have mobilised a locality programme approach to develop Trafford's locality arrangements. We have mobilised a dynamic programme structure with work programmes that enable partners to shape our locality construct, these focus on: system governance – performance and quality, finance, provider collaboration, transition, clinical and practitioner leadership and communications and engagement

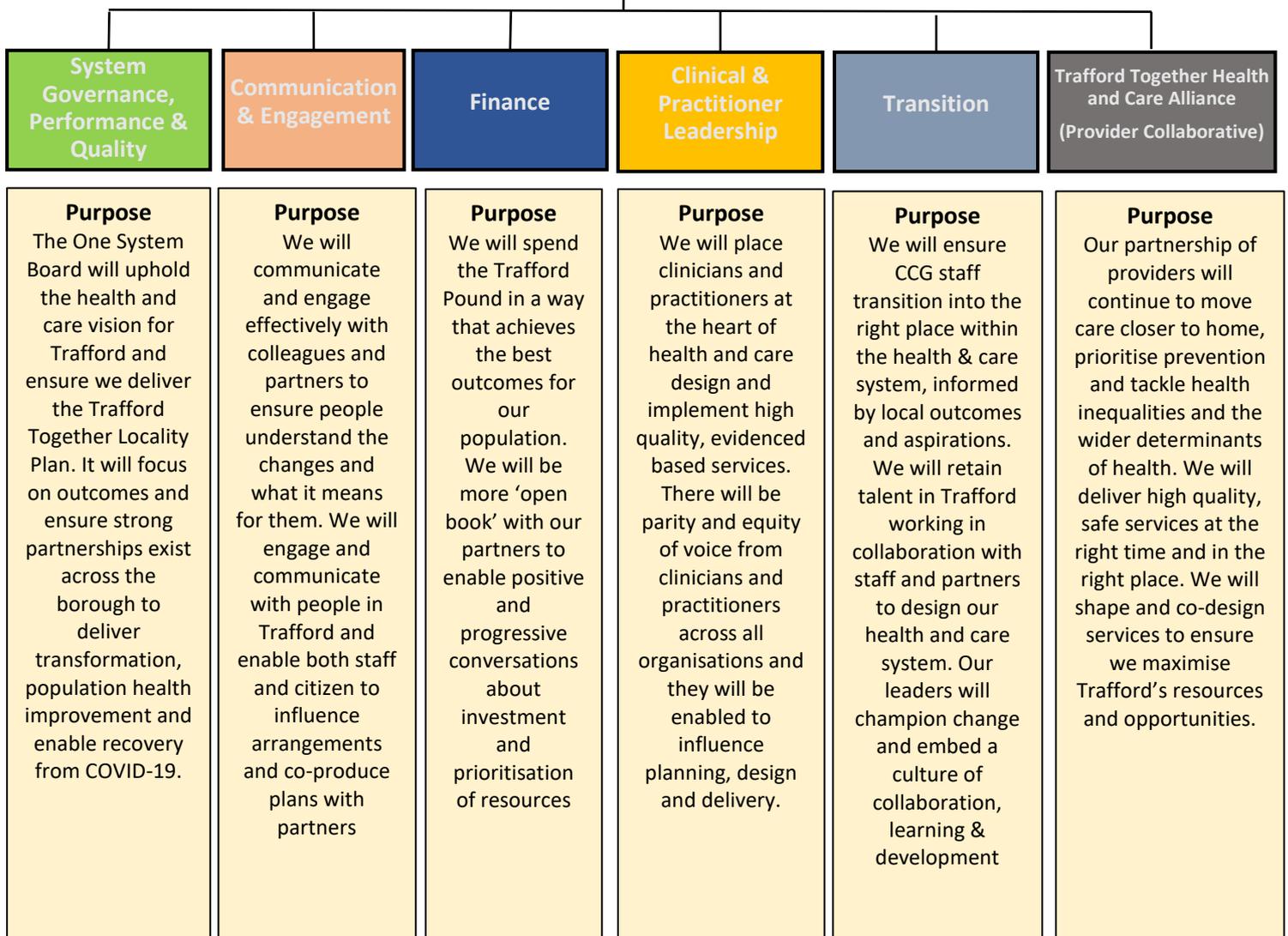
Along with other GM localities we have worked to implement a shadow ICS architecture for October 2020. In Trafford our established Joint Commissioning Board has been reconfigured to be our locality board which we call our One System Board. A Trafford 'Provider Collaborative' will be built from our established Local Care Alliance. Trafford will be moving into shadow arrangements on **1st October 2021**.

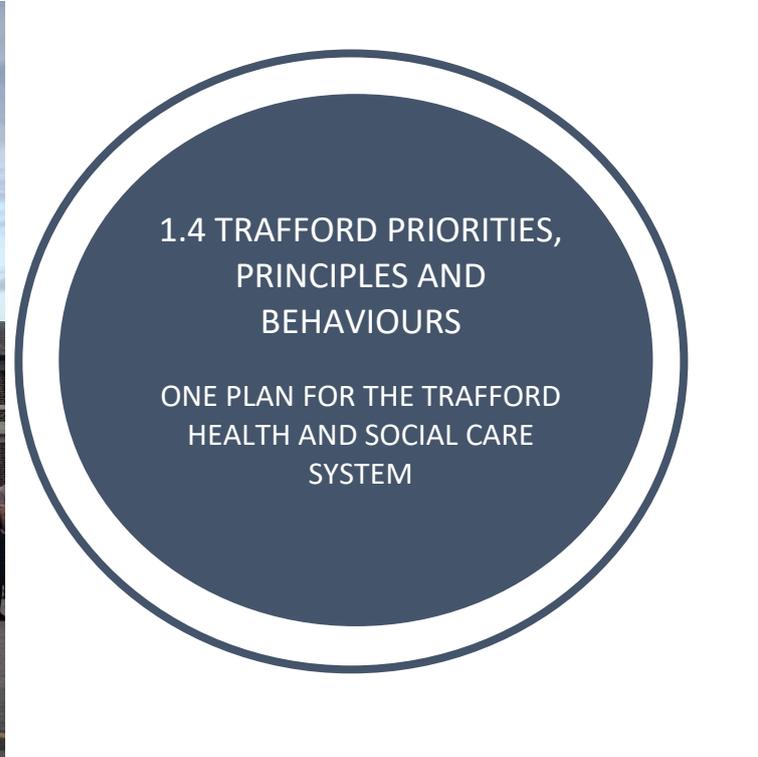
The One System Board, which is jointly chaired by the Leader of the Council and CCG Chair and includes senior leaders across the breadth of health and social care, has been mobilised with a fundamental aim of improving health and care for our Trafford population.

The development of the Greater Manchester Integrated Care System will require the redesign of our current operating model and ways of working. Our key focus areas for our workforce to ensure successful transformation to include:

- **Engagement** of our colleagues to ensure we base decisions about how we integrate on the thoughts and views of workforce
- **Development** to build knowledge and understand as we progress into our new Integrated Care System model
- **Consultation** with colleagues whose roles are impacted by proposed changes, ensuring fairness, transparency and fulfilment of legal obligations
- **Support** for our workforce throughout the organisational change process, whether this be with health and wellbeing, adoption of new ways of working, transition into new roles – our focus will be on providing the right support at the right time

Trafford One System Board





1.4.1 Trafford Priorities

This Refresh, like the 2019 Plan, is based on our 4 main principles. These remain 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.

1.4.2 Trafford Principles

We remain committed in Trafford to ways of working that put into practice our principles and the difference these make to the people we serve. The principles in our 2019-4 Plan remain a key focus as we recover from the pandemic;

- Together as **Partners** – co-ordinating across our health and social care system, thinking bigger and doing better using our combined resources to improve outcomes for residents.
- In a **Place** – being positive about our places and spaces, bringing people who live and work in an area together to build stronger communities.
- With **People** – putting residents at the heart of what we do, listening and working with people.
- Focusing on **Prevention** – commitment to taking action early and making every contact count.
- **Continually improving** – making the most of technology and using data and information to make shared decisions. We will continue to learn and develop our workforce and make the best use of our combined assets

1.4.3 Trafford Behaviours

Throughout the pandemic, it has become clearer than ever that empowered system leadership and behaviours are essential to transform the way we deliver services for the better. Working closely with our partners across Trafford, we will work in collaboration to deliver the Trafford Principles which describe the shift needed towards improving the health and wellbeing of the Trafford population.

Together, we continue to believe in Trafford that effective leadership behaviours are about being **courageous, curious and clear**.

In doing this, we have a shared set of ideas and actions. By doing this together we will be working to distribute our leadership and decisions across the health and social care system. We will encourage diverse perspectives, making connections, and investing in and promoting our shared values. We will continue to commit to **lead, listen and learn** from each other as we move forward.

Co-production and working closely together has enabled us to rapidly design services together during the pandemic such as;

- **Rapid Discharge**
- **Rapid Homecare**
- **Crisis Intervention Service**
- **Establishment of Community Hubs**
- **Long Covid Pathway**

TLCO Operational Plan

The Plan focuses on developing **collaborative neighbourhood plans** with our key partners to support local communities. The plan is embedded via an **integrated workforce** (health and social care) that delivers person-centred and holistic care. The principles of these new ways of working are to ensure that: Residents are at the centre of what we do, receive the right care, at the right time, as close to home as possible.

The diagram, used throughout the 2019 plan represents Trafford locality, with our **4 neighbourhoods** which encompass our **5 Primary care networks** and our **6 community hubs** in our towns

1.4.4 Co-production

We committed in the 2019 Locality Plan to work with our partners on how we create together a culture of co-production that becomes the way of working to design and commission services (section 3.15 in the 2019 Plan).

The Covid-19 pandemic has enabled us work together closer than ever before, designing, commissioning and mobilising services rapidly in order to serve the people of Trafford. The Locality Plan remains a ‘living’ document that will need to be regularly reviewed as new information comes to light. This will be done by continuing to engage in Refresh document reviews, engaging with all our stakeholders throughout the lifespan of the plan.

We continue to adopt the ladder of participation as in the 2019 Plan, and will continue to engage, co-design and where possible shift towards true co-production.

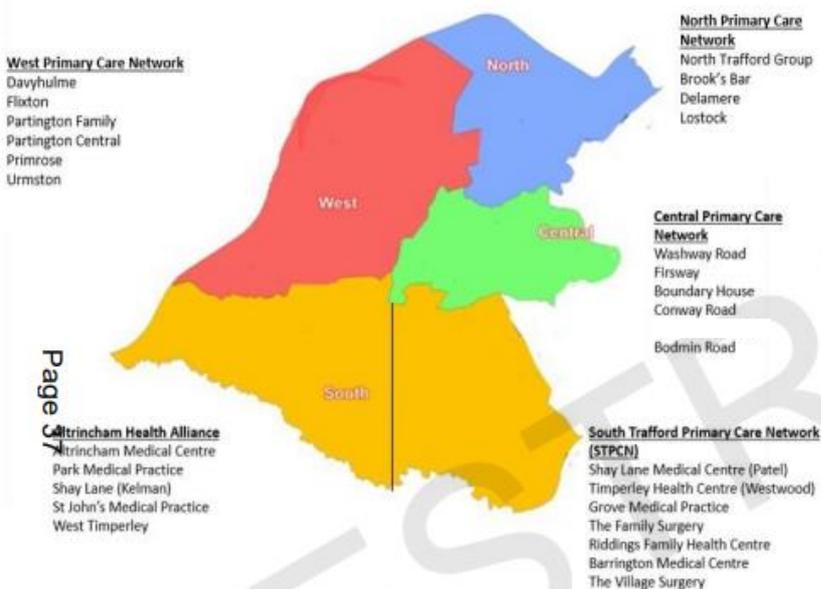
1.4.5 Neighbourhood Working

Trafford has a strong history of neighbourhood working, across sectors, organisations and professions and we are committed to building on these embedded ways of working which have been developed and driven through the LCA. Our focus on people, place, partners and prevention, with people ‘living well at home’ epitomises our Locality Plan

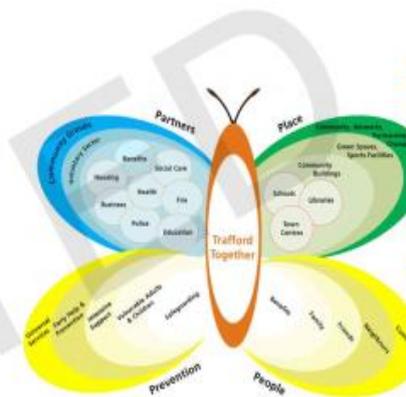
Our Locality Plan is what drives our collaboration and we take a lead from the Integrated Care System Design Framework and our learning from the Covid response that places the utmost importance on working to the **principle of subsidiarity**. – **doing everything locally can be done locally**.

Together we will explore the opportunities we have to improve connections in our communities through closer integrated ‘on the ground’ working. We will further develop our plans on multi-disciplinary working that is befitting of our different communities assets and needs.

Trafford Together: Our ‘Locality’



- 1 Locality (of 10 in GM)
- 4 Neighbourhoods
- 5 Primary Care Networks (covering 30,000 – 50,000 population)
- 6 Community Hubs (set up in response to COVID)



Utilise demographic and population health data to construct Neighbourhood profiles/dashboards

Development of assets, community health and care services appropriate for the Neighbourhood

1.5 TRAFFORD HEALTH AND SOCIAL CARE SYSTEM:

OUR SERVICES DURING THE PANDEMIC

Across the Health and Social Care system, services have had to adapt and implement new ways of working during the Covid-19 pandemic. Organisations have been enabled to work more closely together to make rapid joint decisions to best serve the people of Trafford. The 2019 Locality Plan set out an ambition to coproduce and jointly deliver services, and it is evident that this ambition has been embraced throughout the pandemic and we have begun to work more closely together as a system, with many services and solutions jointly designed and delivered.

The VCFSE Strategy remains a firm commitment as set out in the original Locality Plan. Through the last year the sector has been organising itself by developing **the Trafford Community Collective**, which became a registered CIO (Charitable Incorporated Organisation) Associate Model in March 2021. Another key achievement in the VCFSE sector is the rapid development and implementation of our six **Community Hubs** to support the most vulnerable throughout the pandemic.

Our **Primary Care Networks** have continued to deliver outstanding support to the people of Trafford, **co-designing and supporting the development of services** in addition to delivering a huge scale vaccination programme across the borough. As of April 2021, **117,361** registered Trafford residents received the 1st dose of their COVID-19 vaccination, with **52,432** having had both doses of a vaccine. Our PCN colleagues will be a key driver in developing a Neighbourhood Working model for Trafford, which is a priority over the next year in our Health and Social Care system.

Our **Health and Social Care services** have remained resilient and relentless in delivering support to the people of Trafford throughout the Covid-19 pandemic throughout significant pressure and challenge

In March 2020, we significantly reconfigured Trafford's **homecare offer** to respond to the pandemic. The new service offer includes the development of a **Rapid Homecare service** to support same day hospital discharge and support to avoid a hospital admission, a focus on **Stabilise and Make Safe Reablement** supporting people to return home, **Long Term Homecare** and utilisation of the **British Red Cross** to support hospital discharge, reduce social isolation during the pandemic and ensure people attend planned medical appointments. More recently the Red Cross' support offer has been expanded to include **support for the COVID-19 vaccination programme**, providing transport for vulnerable households to attend vaccination, emotional support, sitting service (where carers need to attend for vaccinations), and support at the vaccination sites.

We have made changes to our ways of working, with our social care teams across the system undertaking virtual and phone assessments and conversations with residents to support them through the pandemic. At the start of the pandemic, we developed a **Unique Operating Procedure** to support people to return home from hospital as quickly and safely as possible. We have also established **Medicines Management** support to **Discharge to Assess (D2A) beds** as well as Structured Medication Review conversations initiated with Primary Care Networks to support our residents to return and live well at home safely.

Changes to ways of working can also be seen in our urgent and acute settings. In response to the nation-wide increase of people struggling with mental health during the pandemic and presenting at A&E, a **Mental Health Urgent Care Unit** has been established to deliver crisis support, **diverting 20% of A&E patients with mental health issues** (replacing interim COVID-19 response model). The successful implementation of **Direct Booking** into Emergency Departments and Urgent Treatment Centres has also been a key achievement during the pandemic. Longer term, Trafford can now offer long term support for residents suffering from **Long Covid** with a range of support, from a local level in the community through GPs and local groups, all the way up to a multidisciplinary service at a GM level for the most severe cases. All Trafford residents suffering from Long Covid can now be referred by their own GP and will receive the **right support to help them recover and manage their condition**.

Our **Public Health** colleagues have worked closely with partners across the Health and Social Care system to keep both staff and the people of Trafford safe and healthy, and to identify and reduce health inequalities as a result of the pandemic. **35,305** tests have been carried out in our Local Testing Centres, **35,386** tests in our Mobile Testing Unit and **9,930** tests via Business Outbreak Testing to date.

Voluntary,
Community, Faith and
Social Enterprise
(VCFSE)

Primary Care
Networks
(PCNs)

Health and Social Care Services

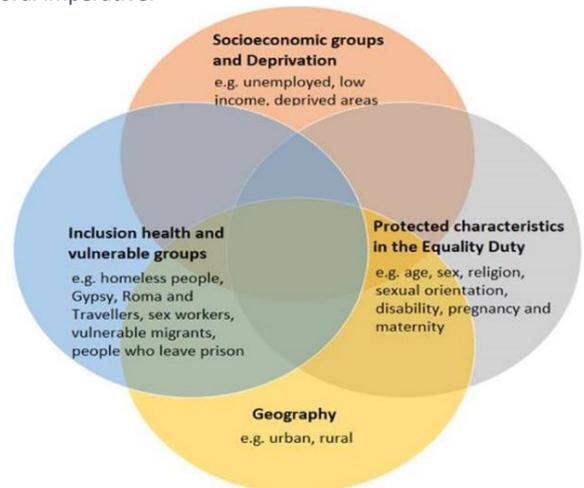
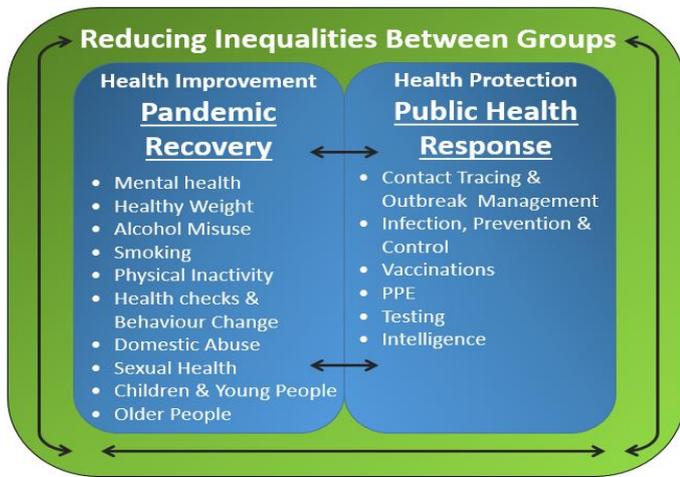
Acute and Urgent Care

Public
Health



1.6 INEQUALITIES

Nationally and within Trafford the impact of Covid-19 pandemic has not been evenly spread with risk increasing when more than one factor is present, with the greatest impact falling on those with poorer health and well-being. This has amplified existing health inequalities, particularly with older people, our deprived communities and those from a black or ethnic minority background. The virus is moving from a pandemic to an endemic (likely to be a constant present in our country and under control). Failure to address health inequality drives up health and social care costs. Addressing health inequalities is therefore as much an economic as a moral imperative.



As we recover from the Covid-19 pandemic, our key focus in responding to Covid-19 will be on enduring transmission and variants of concern (VoC). Public Health programmes will concentrate on:

- **Intelligence** – monitoring key demographics and targeting programmes in those areas where there is a high Covid impact and/or risk.
- **Testing** – providing full access to everyone to access tests to allow for self-isolation and reduce the spread of Covid.
- **Contact Tracing & Outbreak Management** – providing prevention advice, responding to outbreaks.
- **Vaccinations** – supporting the equitable delivery and uptake of the programme.
- **Personal Protective Equipment (PPE)** – continue providing PPE to key settings.
- **Infection Prevention & Control** – provision of professional advice, training and support to key settings.

Trafford’s Public Health Recovery Plan will link in with the Trafford Health & Wellbeing Strategy and the Public Health Annual Report, as well as the Public Health Poverty Strategy. It will also utilise Trafford’s [Joint Strategic Needs Assessment \(JSNA\)](#).

2. Working Together

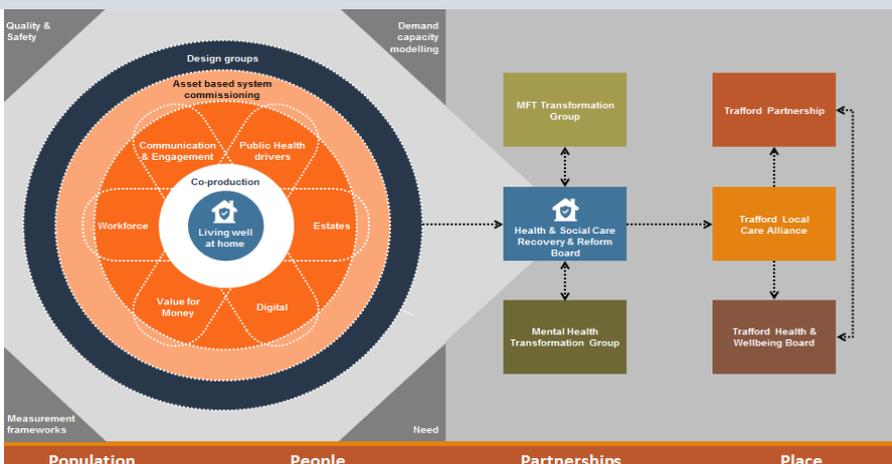


2.1 DEVELOPING WAYS OF WORKING

Working together over the past 18 months under the stewardship of the LCA we have established our three **Strategic Design Groups (SDGs)** to support the delivery of the Locality Plan through our LCA members. The groups have taken five of the six key areas of system reform in the original 2019 Plan, and focused these areas into three key groups, with a commitment to design services and solutions in a shared space through **co-production**. The groups are focused on delivering a wide range of work-streams, including but not limited to the six original Locality Plan reform areas, to support our residents in the community, at home and throughout primary and secondary care.

The sixth area – Children’s system reform remains a key component of the Locality Plan, and again with the support of the LCA, we are working on how we further strengthen our **all age approach**; how we recognise the role of schools as both a link to community and as a significant contributor to children’s wellbeing and development; how we develop our workforce and services to **‘think family’**; and how we nurture **resilient children to become resilient adults** in the future.

The SDGs are also supported by a range of expert enablers in Public Health, Digital, Workforce, Estates, Finance and Communications and Engagement, expanding the role and remit of enablers in the original 2019 Plan to bring these colleagues into the design space to embrace our inclusive approach.



Our contributors and delivery partners:

- Trafford Council Adult Social Care, All Age Commissioning,
- Communications and Engagement Teams
- Trafford Clinical Commissioning Group (CCG) – All Age Commissioning
- Trafford Local Care Alliance
- Trafford Local Care Organisation (TLCO)
- Trafford Community Collective
- Manchester Foundation Trust (MFT)
- Mastercall
- Greater Manchester Mental Health (GMMH)
- Trafford Primary Care Networks (PCNs)
- Trafford Community Hubs (x6)

2.2 STRATEGIC DESIGN GROUPS AND THEIR RECOVERY PRIORITIES

Our three Strategic Design Groups, curated from the learning of the pandemic and mobilised to move us closer towards the aspirations of our 2019 Locality Plan, have been overseen by the LCA for the past 12 months and continue to mature into a pivotal design function as we look to transform health and care services. Children's system reform is also coming on board and work underway to blend an all age approach.

2.2.1 Living Well in My Community



Our vision is that Trafford is a kind and compassionate place to live. All residents and communities in Trafford are able to live their best lives and be given help and support if and when they need it in the community in which they live.

The LWiMC group is made up of a wide range of stakeholders and is also the only strategic design group that is jointly led by community leaders and reports through both the One System Board and the Trafford Partnership Board.

In order to achieve the vision there are 4 key areas of work to progress:

1. Developing a community based working model with a network of hubs

The strategic design group was born out of the success of the Covid-19 community response hubs, as we started to see a reduction in demand due to lockdown and self-isolation easing, we see that the community hub model played a significant role in making sure that residents had a place to go when they needed support. The importance of a virtual network of hubs is key, as is the support from partner agencies to the hubs, so that we can respond to people at the earliest opportunity.

2. Promoting equality by reducing health inequalities

Trafford has a wide range of outcomes in terms of health and wellbeing and this varies greatly according to where you live. The more deprived areas tend to see poorer outcomes, as do areas where there is a high number of people that are from black and ethnic minority communities. Trafford recognise that health and wellbeing factors are influenced by things like education, employment, deprivation, poverty, community assets, environment, and air quality. This is why the priorities that we will concentrate on include helping people to maximise their income, plus access training and skills to improve employment rates, as set out in the Trafford Poverty Strategy.

3. Developing a consistent information and advice offer across Trafford

One of the main purposes for the hubs will be sign posting, plus giving residents information and advice to help them with their health and wellbeing. The group recognises that there are many organisations across Trafford giving advice and will aim to create consistency across the system.

4. Nurturing a strong and healthy voluntary sector so that people can access the support they need at the earliest opportunity.

In order to help people at the earliest opportunity, we know the value of the voluntary and faith sector and the numerous organisations across Trafford that help people on a day to day basis, from national organisations through to small charities and mutual aid groups. Having a strong voluntary and faith sector is vital for Trafford to achieve the ambitions set out in the Locality Plan

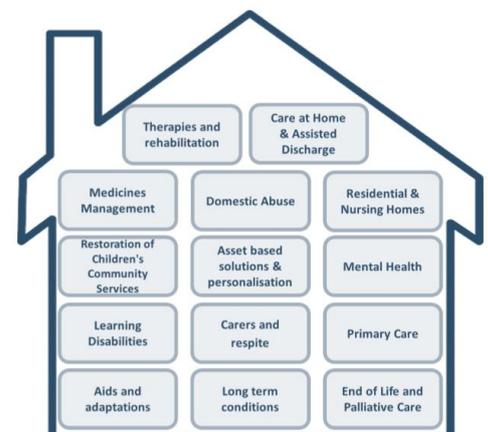
2.2.2 Living Well at Home



Our vision is that people in Trafford are supported to live fulfilling, independent lives in their own homes (and other home-settings) for as long as possible. Where our residents need additional temporary support because they are leaving hospital or their normal support system breaks down, we will wrap additional independence-building support around them so that they are able remain in - or return to - their normal place of residence, wherever possible.

All our support will build on personal **strengths**, natural supports (such as support from family and friends), and community **assets**, so that people are kept connected to family, friends and the wider community. People will plan their support **collaboratively** with their family and social support circle, and health and social care community services.

The Living Well at Home Strategic Design Group is made up of a variety of partners from across the health and social care system, working together to make our vision a reality. The group is responsible for a wide range of activity, with 14 key areas of focus



2.2.3 Short Stay in Hospital



The Short Stay in Hospital Strategic Design group will facilitate the delivery of programmes that will aim to address a number of challenges which will need to be managed at a locality, system and national level in order to run an efficient and safe service that does not create health inequalities. These can be seen below.

Urgent Care	<p>Transform community services to avoid unnecessary hospital admissions and improve flow, in particular on the emergency pathway. This will be achieved through work on:</p> <ul style="list-style-type: none"> • Front door triage and streaming • Development of Clinical Assessment Services • Establish Direct Booking • Establish Clinical Hub Model • Development and mobilisation of urgent treatment centres • Development of same day emergency care models • Community Rapid Response
Planned Care	<p>Maximise elective activity, taking full advantage of the opportunities to transform the delivery of services. This will include the following:</p> <ul style="list-style-type: none"> • Virtual Wards and Pulse Oximetry At Home • Advice and Guidance • Evidence –Based Interventions/Effective Use of Resources Compliance • Outpatient reform by speciality • Patient initiated follow up (PIFU) roll-out • AQP Audiology re-tender • Muscular skeletal Local Pathway • Phlebotomy • Community Diagnostics Hubs
Long Term Conditions	<p>To reduce variation in access and outcomes and implement whole pathway transformation to improve Long Term condition management through continued work on:</p> <ul style="list-style-type: none"> • Risk Stratification and Population Health Management • Long Covid • Long Term Condition Management
Mental Health	<p>Through the implementation of the Trafford Mental Health Transformation Strategy, we will:</p> <ul style="list-style-type: none"> • Ensure Trafford’s core mental health services, community and inpatient are resilient and fit for purpose • Reform and redesign our mental health and wellbeing offer to Trafford’s citizens • Establish early intervention and preventative approaches • Reduce mental health inequalities
Living Well at Home	<p>We will transform pathways to support reablement and improve access to therapy through the redesign of:</p> <ul style="list-style-type: none"> • Discharge to assess clinical model • Specialist Rehab (Community Neuro Rehab Team) • Generalist Rehab including OPAL House, Ascot House, Intermediate Care at Home, and community rehabilitation • Equipment and Adaptations • Access to Therapies • In Hospital rehab
Cancer	<p>Improve the inequality in access to early cancer diagnosis</p> <ul style="list-style-type: none"> • Screening Programmes • Performance monitoring linked to Primary Care Network early cancer diagnosis (Directed Enhanced Service - DES) • Inequality of access linked to Primary Care Network early cancer diagnosis (Directed Enhanced Service –DES)
Maternity Services	<p>Deliver improvements in maternity care, including responding to the recommendations of the Ockenden review through:</p> <ul style="list-style-type: none"> • Continuity of Care • Saving Babies Lives V2 • Maternity Services: Choice/Experience • Community midwife access to community facilities
Primary Care	<p>Deliver the Trafford Primary Care Health Inequalities Plan to see improvements in:</p> <ul style="list-style-type: none"> • Access • Digital Transformation • Data Quality • LTC Management • Screening & Immunisation • Annual Health Checks for people with severe mental illness or a learning disability
Childrens	<p>Maximise each opportunity to improve child health by prioritising the transformation of the following services and seeing increased performance:</p> <ul style="list-style-type: none"> • Children’s urgent care • Children’s Mental Health • Special Education Needs and Disabilities • Early Help • Placements

- To enable all children and young people to thrive and achieve their full potential
- Our children and young people to be valued and equipped with skills for employment and life
- Our children and young people to have the best start in life
- Our children and young people to be safe in their homes and communities

2.2.4 Our ambition for Children in Trafford

The Start Well Board is a partnership board where we oversee workstreams that aim to deliver our ambition, there are 6 key areas that we consider – Education, Early Help, Early Years (0 to 5 years), SEND, Health and Commissioning. Over the next 18 months our key priorities will be:

- Developing our system wide approach to Early Help
- Delivering our ambitions for children with Special Educational Needs and Disability (SEND)
- Review our mental health services for children
- Review our physical health services for children
- Supporting children to live safely in their families and communities and ensuring that we have the right placements for our most vulnerable children that can’t live at home

2.3 ENABLERS AND THEIR PRIORITIES

2.3.1 Finance

Trafford as a system has a combined resource for health and social care of **£512 million** for 2021/2022. This is a resource that as a system we need to be able to spend in the most effective and efficient way possible to get high quality, safe services, that provide value for money and provide the people of Trafford with the best possible outcomes. This is the current estimated budget figure but as we move towards the Greater Manchester Integrated Care System and the system becomes clearer regarding the planning and delivery model this may change.

All providers across the system face unprecedented challenges as we emerge from the pandemic, with a significant system deficit gap. It is ever more important we embody our agreed financial principles:

1. Have a shared vision of a financial model for the system.
2. Work within a financial framework that has a more mature collaborative approach across partner agencies that is open, transparent and fair.
3. Deliver financial balance and sustainability for the health and social care system.
4. Use resources effectively for our vision of care closer to home.
5. We will be guided by clinical and professional leadership.

We will do this by:

- Developing an Integrated Partnership Agreement to support the reform of the system.
- Continuing to review and respond to Government guidance.
- Enacting changes to financial systems in agreement with the Greater Manchester Integrated Care System
- Ensuring effective co-ordination of financial planning across the system
- Being data led and intelligence driven in our financial approach.
- Continuing to monitor the financial impact of the covid-19 pandemic on our services.
- Allocate any discretionary funding to the areas that need it the most

It is imperative that our Locality Plan and its stakeholders recognise the level of financial challenge we will need to address together to bring our system finance into balance and make our system sustainable. This will require open and honest conversations and a shift towards open book accounting as referred to in the ICS Design Framework. This will enable a better understanding of our organisational and system risks and gains and enable us to work up solutions – we will route this through our One System Board and future Trafford Together Health and Care Alliance (currently the LCA).

2.3.2 Quality and Performance

Throughout 20/21 the Business Intelligence and Performance Teams across health and care have been working together to develop a suite of performance dashboards to support the delivery of the Locality Plan. The dashboards are focused on identifying opportunities and demonstrating the impact of health and social care reform and recovery plans. A 'Tableau' landing page (performance data) is now in place giving desktop access to the workforce across Trafford CCG and Council and also wider stakeholders. The landing page contains:
Local Care Alliance Dashboard – this contains metrics that talks to the 3 aspirations of this plan. The Recovery of Commissioned Services Dashboard focuses on delivering the plans set out in NHS guidance, and our Strategic Design Group Dashboards link directly to our LWAH, SSIH and LWiMC design groups. Thematic Dashboards have also been developed as required e.g. children's and mental health.

In 21/22 the team will focus on co-producing robust data to support the on-going work to reduce inequalities, targeted improvement activities in our neighbourhoods and demonstrating the impact of delivery of the plan to our residents and patients. Also, we will develop:

- An Inequalities Dashboard
- Four Neighbourhood Dashboards
- We will be bringing these products into a single space which will improve our approach to continuous improvement and the data led approach we strive for.

2.3.4 Workforce

Our Trafford Together Health and Social Care Workforce are our most critical asset in enabling the success of the Trafford Together Locality Plan. Our ambition is to achieve:

'One workforce across Trafford, enabling, better lives for our most vulnerable people, better wellbeing for our population and better connections through our communities'

We are faced with national drivers for change through the NHS Long Term Plan, local drivers through Greater Manchester plans and the current review and reform of the way on which Clinical Commissioning operates across the whole of GM. Global turbulence caused by the COVID-19 pandemic has placed the workforce under unprecedented pressure, driving instant changes to working practices and system operations. If we are to achieve our aspirations we must place our workforce at the heart of our Health & Social Care strategy, as working together is critical in delivering those aspirations Trafford has set out to achieve.

Our workforce strategy sets out our approach to ensuring we have a health & social care workforce that is: Engaged, Effective and Inclusive. The workforce priorities (2021-202) have been co-produced through discussion with a wide range of stakeholders across Trafford, including discussion with partners at the Trafford Locality Workforce Group.

2.3.5 Digital

The digital agenda has rapidly progressed during the Covid pandemic. Trafford's Health and Care organisations are increasingly using digital solutions to interact with the public and to deliver new models of care, such as the use of digital solutions to undertake consultations and provide care and advice to the people of Trafford. Employees are now more dependent on digital as most are currently working from remote locations and high levels of home and hybrid working are expected to continue now national restrictions have been lifted. Trafford Together is changing how it operates with digital at its core, but the increased dependency on digital has placed resourcing challenges on IT teams. Demand for digital solutions has increased and support is more complex and time consuming. We aim to deliver in an inclusive way to cater for all.

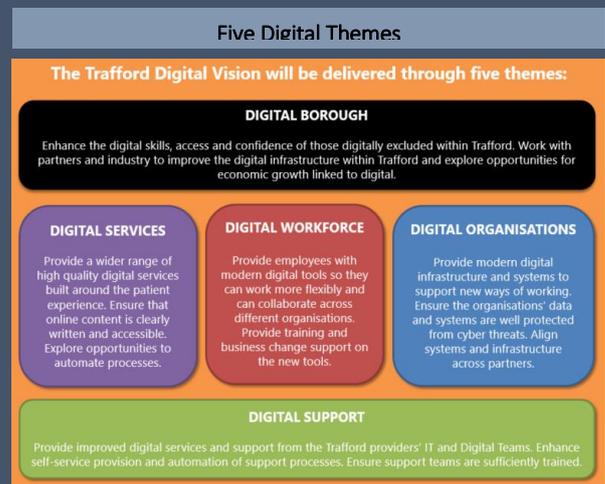
Several of the key digital activities listed in the Locality Plan and Digital Roadmap have been delivered. The original work plan remains in place but some initiatives will be enhanced and developed, with some needing expediting. These include:

- Implement EMIS Community Electronic Patient Record
- Implement EMIS GP to EMIS Community Workflow and Referrals
- Implement Integrated Care Plan (Graphnet)

The creation of the Integrated Care System in Greater Manchester will change how digital is planned and delivered in Trafford. The future form and function of digital is currently being considered and Trafford is proposing retaining a locality based digital leadership function while embracing greater strategic alignment at the ICS level.

2.3.6 Estates

The Infrastructure, Environment and Physical Activity Group has been established to ensure the restarting of the local economy / society. This is to be achieved through a focus on the Trafford Estate, transport and infrastructure. There will be a focus on access to our Green space and leisure estate to provide physical and mental health benefits for all will also link into the wider climate change programme



2.3.7 Communication and Engagement

Before the pandemic we had a year of engagement planned for 2019/20. Upon publication of the original Locality Plan we established a multi-agency Communications and Engagement Steering Group which started to pull together what our year of engagement would look like. We were just about ready to publish the practical things we would do when Covid-19 hit us.

As we move into Recovery we are now keen to develop a longer term communications and engagement strategy

- a) Covid-19 recovery and outbreak management and
- b) The longer term strategy for Health and social Care reform.

The Covid-19 pandemic has enabled levels of innovation and collaboration unprecedented within the NHS and wider social care system. This emergency has provided us with an opportunity to develop, redesign and reset how we work as a system and individual organisations to deliver health care and social care moving forward.



2.4 Key challenges for our services

- 1** The health and care system both in Trafford and nationally faces significant challenges to restoring services across Social Care, Primary Care, Hospitals, Mental Health and Community-based services.
- 2** Health and Social Care services must remain fully prepared for any future waves of Covid-19 and for the potential need for further mass vaccination against new variants.

Practical challenges to delivering ‘business as usual’ services while Covid-19 remains a risk. We recognise that enhanced infection control measures are likely to slow the pace at which we can support our residents via appointments and treatments, which results in increased waiting times and potential impacts on people’s outcomes and experiences of care.
- 3** Our Health and Social Care system must prioritise and address backlogs of demand for health and care services to reduce waiting times and potential impacts on people’s health and wellbeing. We must examine our resource and ensure we have the staff available to deliver care; remaining sensitive to risks such as staff burnout and exhaustion from a prolonged period of responding to the pressures of the Covid-19 pandemic.
- 4** Addressing significant increases in mental health needs over the coming years as a result of the pandemic, particularly due to the impact of social restrictions and lockdown measures, anticipating that demand for adult mental health services and child and young people services to rise.
- 5** We must as a system continue the co-production and joint ways of working we have committed to in the 2019 Locality Plan and strengthened by the pandemic, to deliver a whole-system response spanning acute hospitals, primary care, community, mental health and social care services. Whole system must encompass our VCFSE sector, which has offered both us and our residents invaluable and critical support during the pandemic.
- 6** We face significant financial challenges organisationally and financially and will need to work together to mitigate these risks

LOOKING FORWARD:

Both Andrew Western (Leader of Trafford Council) and Dr Muhammed Imran (Chair of NHS Trafford CCG) as the Joint Chairs of the Trafford One System Board are fully committed to establishing the key steps outlined in this plan to define the future of Trafford's health and social care system and see it thrive in the new ICS arrangements. The White Paper produced by the Government can help pave the way towards new opportunities for collaboration, greater public voice and the ability for our system to address our known challenges and inequalities to ultimately deliver against our aspirations of: Better connected communities; Better wellbeing for our population; Better lives for our most vulnerable people.

We have already seen the fruit of collaboration in the shape of national vaccination program for COVID and many other exemplar programmes of work since the initial launch of the Locality Plan back in 2019 which have been expedited. We will continue to work openly and honestly with partners, and with integrity to fulfil our systems ambitions. With the cessation of the CCG in March 2022 and the formal standing up of the GM ICS on April 1st 2022 the strategic role of the Trafford One System Board and the Trafford Together Health and Care Alliance becomes critical and collectively along with other forums and its constituent organisations it will drive forward the intent of the Trafford Together Locality Plan.

In addition and on the horizon there are a number of other key national reform programmes such as 'Delivering Carbon Neutral' and further legislative changes in Public Health and particularly in Adult Social Care with the imminent introduction of the Liberty Protection Safeguards. More can be found on these areas of work and national reforms. Needless to say these will form key areas of focus for the Trafford One System Board and the Trafford Together Health and Care Alliance (currently LCA) as we work together to address some of our biggest challenges which can only be met with a comprehensive and collaborative response from all of Trafford health and social care, and wider system partners.



Andrew Western,
Leader of the Council and Joint
Chair of the Trafford One System
Board



Dr Muhammed Imran,
CCG Chair and Joint Chair of the
Trafford One System Board