

Report to: CCG Governing Body
Date: 2nd July 2019

Report of Trafford Long Term Strategic Framework for Reform and Sustainability in Health and Social Care 2019 – 2024/5
SLT Lead: Sara Radcliffe, Corporate Director of Commissioning – Trafford CCG and Trafford Council

Report Title: Trafford Long Term Strategic Framework for Reform and Sustainability in Health and Social Care 2019 – 2024/5

Report Summary:

Trafford is developing a long term plan for the reform and sustainability of the health and social care system. We will have one plan for the Council and the CCG. We will work for it to be an owned direction with our colleagues, partners and stakeholders during a year long process of engagement from July 2019. This document outlines the five year strategic framework for system reform and sustainability, which is built on one year delivery plans for service change.

Recommendations:

1. This framework is agreed as a shared framework for the long term plan for health and social care
2. This framework is to cover the five year period and in doing so will have one year delivery plans
3. This framework will be worked through with colleagues, partners and stakeholders so that our ambitions are joint and owned
4. A worked up plan with rolling programmes will be brought back to both meetings in October 2019.
5. That the seven Council corporate objectives set out in section 2.1 of the report be formally adopted by the CCG.

Contact Officer for background papers and further information:

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Considerations

Financial implications and approval

Not applicable at this stage

Risk implications

Not applicable at this stage

Equality Impact Assessment

Equality Impact and Risk assessment process will be completed as part of the next phase – We will utilise the Equality Impact Assessment screening tool and the results of engagement with protected groups and others, to understand the actual/potential impact on our intentions in the Long Term Plan. We will identify practical steps to tackle any negative effects or discrimination, to advance equality and to foster good relations.

Communications Issues

Communications will be built into the wider engagement strategy which will be part of the next phase

Public engagement summary

Public engagement will be planned as part of the wider engagement strategy

Workforce Implications

Workforce is at the heart of the plan and will be built into the next phase of work

Legal Implications

Not applicable at this stage

Financial Approval

Not applicable at this stage

SLT Sign off

Sara Radcliffe

1 Introduction

- 1.1 Trafford is developing a Long Term Plan for the Reform and Sustainability of the Health and Social Care System. Trafford will have one plan for the Council and the CCG and we will work for it to be a shared and jointly owned direction with our colleagues, partners and stakeholders by 2020. Our framework is based on the ambition of commissioning and delivering health and social care based on the needs of Trafford's population, its people and the place that we serve. This Long Term Plan should be seen in the context of Trafford's Locality Plan which is due to be refreshed in 2020.
- 1.2 This document outlines the framework that the plan will take. The framework is a 5 year plan for system reform and sustainability, it reflects the principles of public sector reform and is built on 1 year rolling delivery plans for service change in both health and social care. These 1 year plans are already being developed and implemented for 19/20 and 20/21. The aim is to deliver financial stability and a highly performing health and social care delivery model for Trafford people.
- 1.3 This paper includes the following sections that will inform the Long Term Plan:
- How we are improving the outcomes for Trafford people
 - Our long term priorities
 - Trafford's place based model
 - Trafford's reform of its delivery system
 - Our underpinning reform strategies
 - Working Together

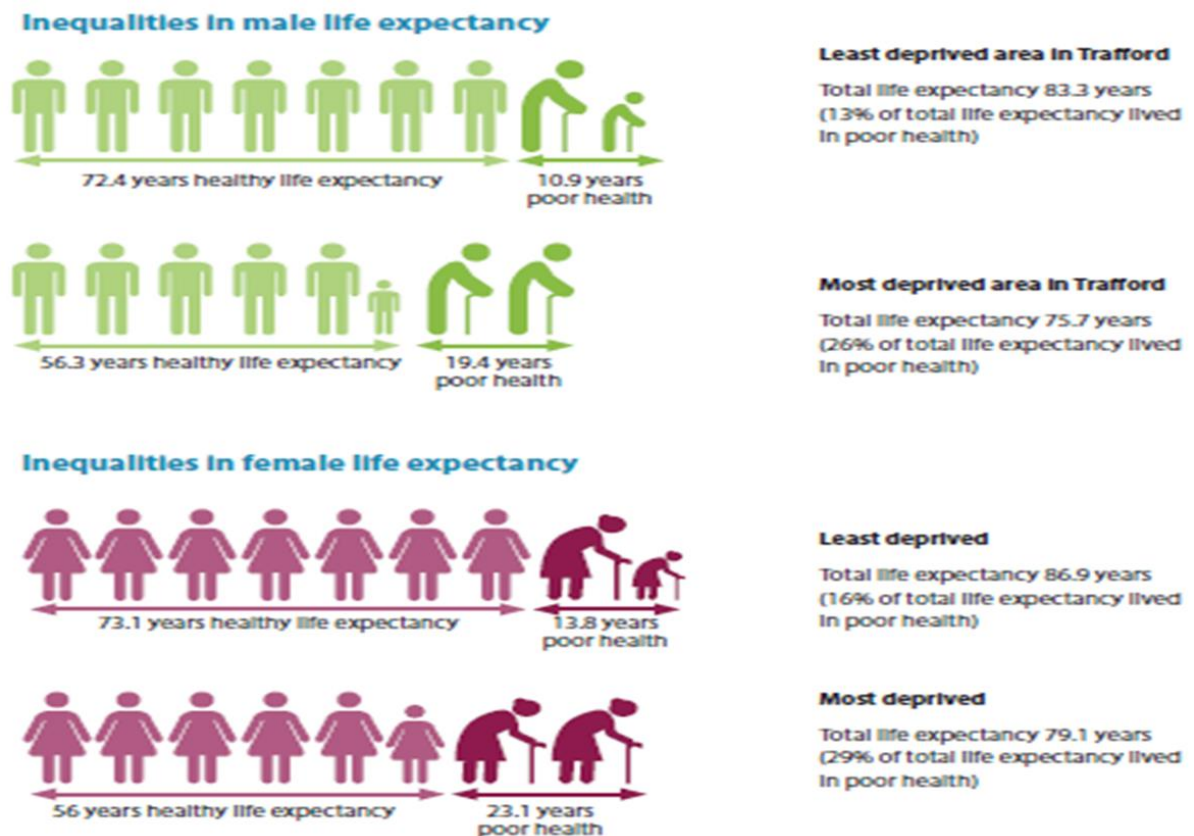
2 Trafford Strategic Framework

- 2.1 Our ambition is to reform Trafford based on seven key priorities. We have adopted these seven areas which we believe are key priorities for Trafford, with health and social care being integral to all areas. We believe these are the overarching framework and direction for our Long Term Plan and incorporates, as an approach, the public sector reform principles as a way of working, one Trafford pound, one workforce and one place. They are -
- **Building Quality, Affordable and Social Housing**
Trafford has a choice of quality homes that people can afford
 - **Health and Wellbeing**
Trafford residents health and well-being is improved and health inequalities are reduced
 - **Successful and Thriving Places**
Trafford has successful and thriving town centres and communities
 - **Children and Young People**
All children and young people in Trafford will have a fair start
 - **Pride in Our Area**
People in Trafford will take pride in their local area

- **Green and Connected**
Trafford will maximise its green spaces, transport and digital connectivity
- **Targeted support**
People in Trafford will get support when they need it most

3 Trafford Health and Social Care System Context

3.1 Our ambition is to improve the health and social care outcomes for Trafford people. We are building Trafford's integrated health and social care system by focussing on the whole system with the aim of improving outcomes for Trafford people. Our challenge is as demonstrated below.



3.2 We will work to address these gaps and improve outcomes by:

- Building on a whole system approach for integrated commissioning and integrated delivery: population, people and place, which is outcome focussed and measuring what matters.
- A strength based approach, in a place based model - focusing on people, communities and combined assets to co design and co-produce solutions.
- Coordinated care closer to home, in our four neighbourhoods, in Trafford as a locality, working with others localities and with Greater Manchester.
- Influencing the wider determinants of health and wellbeing.
- Our work being driven by public health intelligence.
- Working within a partnership approach

4 Long Term Plan Priorities

- 4.1 Our ambition is to build a reformed and sustainable health and social care system. In order to do this, we will concentrate on two main drivers: **Trafford as a place**, and **system delivery reform** which is needed in order to improve outcomes. This means we need our place to be central to all that we do.

Our place based model of care will be founded upon building a social movement for health creation and wellbeing. This will have three areas:

- Prevention
- Person and Community Centred Care
- Primary and Community Care

Our delivery system reform will be across all age physical and mental health services -

- Intermediate Care
- Unplanned Care
- Planned Care

- 4.2 We will aim for prevention to be embedded within all our plans and to engage and work with people based on co-production with the public and providers.

5 Trafford Place Based Model

- 5.1 Our ambition is a place based model founded upon building a social movement for health creation and wellbeing. We believe that if we build upon our communities and neighbourhoods, we will be able to create a different way of working and a different approach to wellbeing. This will be embedded and owned within our system for the long term, and able to respond to the national and Greater Manchester agenda. We already have four neighbourhoods, five primary care networks, an integrated health and social care model and a Trafford Partnership approach. These will be our foundation to build upon as we move forward.

- 5.2 We also believe people are at the centre of the place based model. Not only in approach through person and community centred care but an integral part of the model through our workforce and carers, paid and unpaid. We recognise that workforce is traditionally an enabler, which it is. However, we believe we need to make people, which includes the Trafford workforce, as central and integral to the work that we do. We believe that we should build a movement where developing and empowering people is a fundamental part of the model and a foundation for cultural change across the system. Our place based model will enable us to do the following.

- Deliver an integrated health and social care place based model by 2022. A central component to the model is the community and social care integrated delivery model which we continue to develop. We will utilise existing structures and partnerships. Building upon our Local Care Alliance, which is made up of health and social care providers and commissioners across the acute, primary, community and voluntary sector. As well as working with our wider system partners in the independent care sector.
- Address wider determinants of health, reducing the health gap caused by inequality, using evidence based preventative services embedded across all providers and programmes of work focusing on our neighbourhoods.
- Commission and deliver a person and community centred care approach in all the work that we do. Prevention will be across all commissioning so that Every Contact Counts.
- Transform and sustain the primary care system, delivering place based care closer to home through integrated neighbourhood provider systems.
- Have an integrated workforce delivering care closer and directly supporting the place based delivery model.

6 Trafford System Delivery Reform

6.1 Our ambition is to deliver reform which is person centred. We will concentrate on major system reform areas with our partners. Our health and social care delivery model will have:

- An integrated urgent and emergency care system across Trafford that is safe, coordinated and people centred.
- An integrated intermediate care system where people are rehabilitated in their own home or as close to home as possible.
- An integrated planned health and care system with consistent and evidence based pathways of care as close to home as is possible.

6.2 Reformed delivery will be all age, across mental and physical health, and will be outcome focused, high performing and financially sustainable. It will be underpinned by an enhanced range of community services, including access to bed based services only when necessary for a person's needs, and people being seen by the right practitioner, in the right place and at the right time.

7 Trafford's underpinning reform programmes

7.1 Our ambition is for our system to be of the highest quality and underpinned by reform and a modernised approach. We will focus on four areas that we believe are pivotal to sustain change, these are culture, digital solutions, our built estate and financial and contracting systems.

- A changed culture, which will run throughout our plan. Fundamental to this is how we move to a system based on co-production (see appendix 1). The requirement for the system to embed a culture of learning and innovation will enable us to be able to constructively challenge practice in both commissioning and delivery. By strengthening the connectivity between partners it will enable us to innovate and change the way we work, to move us forward together in the coproduction and co-design of services.
- Increased use of digital solutions and strategies to deliver services and information, our citizens and neighbourhoods to be more independent and stay healthier for longer. Our workforce will have improved tools and access to information.
- A shared estate that will meet the growing and changing needs of the population, supporting the strategic direction of providing a greater range of services in primary care settings.
- Our financial and contracting mechanisms will be reformed to deliver an integrated system including a pooled budget arrangements to support the commissioning and delivery of the placed based model. We will underpin the long term plan with a five year financial plan which is aligned to system reform.

8 Working Together

- 8.1 Colleagues across the CCG and Council have been involved in writing this framework over the last few weeks. We have focussed initially on colleagues within the CCG and council, but this is not our ambition nor where we want to be.
- 8.2 We want this framework to be the start of a year-long process of engagement which means by July 2020 our long term plan will be owned within Trafford by colleagues, partners and stakeholders. This may mean that we will all need to reassess how we do things and how we deliver programmes. As stated previously we do have 1 year rolling delivery plans for service change in both health and social care. These are already being developed and implemented for 19/20 and 20/21 but we will do this work in the context of moving to a more shared and owned long term plan.
- 8.3 However we believe that in order to achieve reform which is sustainable the plan has to be owned and understood not told and sold. We have discussed the framework with the Local Care Alliance (partners in appendix 2) and there is agreement to the direction. However, we need to start to change the way we work, and we believe that we can do this by engaging differently with the Local Care Alliance and with other partners, such as those in the Trafford Partnership, over the next year. The difference we think we could achieve by prioritising this approach is outlined below.

- Strengthening partnerships with our diverse local communities; building on local ideas and using the strengths of individuals and partner organisations to give us new opportunities and ways to improve the health of our communities.
- Involving people directly in decisions about services, working with community advocates such as local businesses, voluntary groups, volunteers and schools as well as others to help shift the conversation onto preventing ill health, being active in pursuing health and wellbeing and shaping the future of health and care services.
- Identifying key partners, stakeholders and understanding factors that influence how best they should be engaged in the work, and also how best they could deliver services.
- Identifying local and system champions – system leaders who can identify this work as a corporate priority and leaders who are active in the communities, with local knowledge and contacts who can make a difference.

8.4 By the summer of 2020 we want to have moved, as a system, into a space where we have shared responsibility and we are looking to embed a way of working based on a collaborative partnership approach: engage, co design and co-produce. By doing this we will have a shared and owned system wide Long Term Plan to take us through to 2024/5. Therefore seeing partners as part of how Trafford commissions and delivers services.

9 Conclusion

9.1 We believe Trafford needs a Long Term Plan for 2024/5 which we are starting to build, with one year rolling delivery plans. We believe this plan needs to be shared and owned with our colleagues, partners and stakeholders. This in itself is a part of reforming the system to make it more sustainable in the future. Our ambition is to transform in five key areas as outlined in the diagram below.

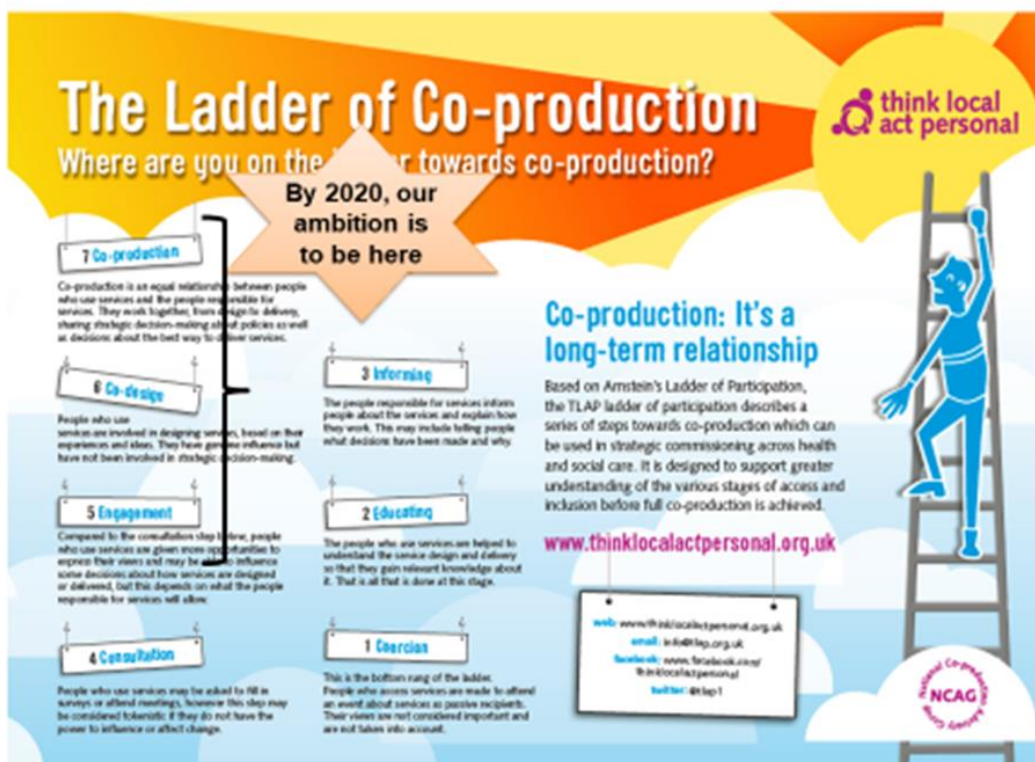


9 Recommendations

9.1 The recommendations are outlined below.

- This framework is agreed as a shared framework for the long term plan for health and social care.
- This framework is to cover the five year period and in doing so will have one year delivery plans.
- This framework will be worked through with colleagues, partners and stakeholders so that our ambitions are joint and owned.
- A worked up plan with rolling programmes will be brought back to both meetings in October 2019.
- That the seven Council corporate objectives set out in section 2.1 of the report be formally adopted by the CCG.

Appendix 1 – ladder of coproduction



Appendix 2 Local Care Alliance Partners

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| Trafford CCG | Trafford Council |
| Pennine Care Foundation Trust | Manchester Foundation Trust |
| Thrive (VCSE) | Greater Manchester Mental Health Trust |
| Mastercall OOH Provider | Primary Care (TPH) |
| And the LMC and Healthwatch as advisory partners | |