

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee
Date: 12th March 2020
Report for: Information
Report of: Sara Radcliffe Director Integrated Health and Social Care Strategy, Trafford Council and CCG

Report Title

Update on Trafford Together Locality Plan

Summary

Trafford Together Locality Plan is our blueprint for the transformation of health and social care over the next 5 years incorporating the NHS Long Term Plan. Health Scrutiny Committee received a full report on progress in November 2019 and this report provides an update on particular aspects of the Locality Plan that are pertinent to the following key areas of work in health and social care:

- Tackling inequalities
- Digital platform
- Engagement with the community

The report also highlights key developments linked to the above subject areas as we enter our first year of implementation, following the successful formal submission of the Locality Plan to Greater Manchester Health and Social Care Partnership (GMHSCP) in December of last year.

Recommendation(s)

The Committee is asked to note the development of the Locality Plan with particular reference to the three aspects requested at the previous Scrutiny Committee.

Contact person for access to background papers and further information:

Name: Thomas Maloney, Programme Director Health and Care
Extension: 4776

1. Tackling inequalities

1.1. At the forefront of our Locality Plan we state our shared commitment to tackling inequality in outcomes for everyone in Trafford. Addressing the inequalities in our outcomes is a fundamental part of our forward plan and is reflected in our collective aspirations which are:

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

1.2. However, we are clear as a health and social care system that tackling inequalities is much broader than just health and social care. Tackling inequalities is everybody's business and it is a combination of strategies, and successful delivery of these strategies across our borough, that will ultimately make the difference we require.

1.3. By working together, and with a wider set of system partners, over a prolonged period of time, and to a set of shared aspirations, we are adopting a truly inclusive approach to reforming health and social care. An example of which is our collaboration with the Place Directorate focussing on primary prevention and the renewed focus on social value as a wider system. Through enhanced collaboration in the Local Care Alliance (LCA) and the synergy with the Trafford Partnership we have enabled the production of a system wide plan that focusses on reducing inequalities through the provision of efficient and effective health and social care services that provide better quality care and targeted support where required. We strive to understand how our collective efforts in health and social care align with our broader system priorities, as our combined efforts across the place will be required to tackle the health inequalities Trafford experiences.

1.4. Through our planned Locality Plan 'Year of Engagement' we aim to give as many people as possible the opportunity to shape the future of health and social care in Trafford – building on our position of the Locality Plan being a first draft in development with the opportunity to refine and improve. The first year of our communications and engagement will focus on our respective workforces across the LCA membership and our Voluntary, Community and Social Enterprise (VCSE) sector; with the aim of reaching targeted groups and communities in our workforces but also in our communities. We retain a set of broader ambitions to progress to a true social movement and realise positive behaviour change over the life course of the plan which will inform subsequent plans following the first year of engagement.

1.5. Our Locality Plan is also intrinsically linked to a series of complementary strategies such as the evolving Trafford Poverty Strategy. We are currently in the development phase of our strategy with poverty being recognised as a hidden issue in Trafford, with large inequalities masked by affluence and good overall outcomes. To support the development of the strategy it is being proposed Trafford embark on the delivery of a Poverty Truth Commission which will work alongside and influence our planned 'Year of Engagement'.

1.6 We continue to work through the prevention pillar in terms of reducing inequalities in healthy life expectancy in Trafford through a place-based approach to improving the physical, mental health and wellbeing of residents in Trafford, whilst reducing health inequalities. Engaging people in improving and maintaining their own health is the best way of creating a sustainable health and social care system, responsive to need and driven by outcomes that matter to people.

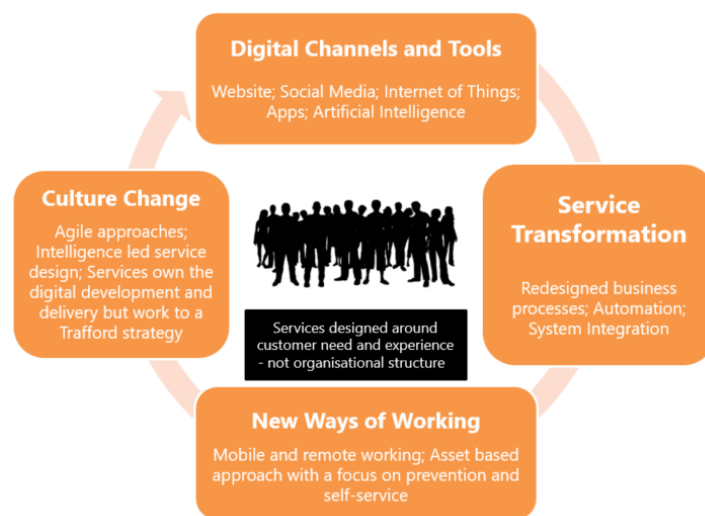
1.7. In summary we have:

- Taken our plans through system governance. Our plan has been discussed and developed through constructive conversations at Trafford Partnership, Health and Wellbeing Board, Local Care Alliance, Stronger Communities Board and internal joint forums such as Joint Leadership Team, Joint Commissioning Board and the Health and Social Care Commissioning Advisory Board. In addition there are a number of non-health meetings, forums and boards which have helped coproduce the plan
- Agreed Prevention as a pillar of the Locality Plan. Prevention is at the heart of our ambitions for a reformed health and social care system and encompasses elements that are often described as the 'wider determinants' of health (such as housing, education, employment, and environment). Ensuring that these are in place, and that we reduce inequalities in these measures, is important in preventing ill health.
- Identified climate change as an organisational and system wide priority through our Social Value work programme, working directly with public health and our stakeholders and partners to understand the impact of climate change.
- Jointly developed an approach to Social Value and agreed through the LCA our three priorities which will help address inequalities. In particular our efforts to gain meaningful employment for those with learning disabilities and mental health conditions. Active Travel and Climate Change are the remaining two system priorities.
- Collectively developed coordinated neighbourhood delivery plans (x4) with our colleagues in Public Health, TLCO, Primary Care Networks and the VCSE Sector. These plans will become a fundamental driver to system change as we understand what is required in our neighbourhoods and communities to help improve health outcomes and tackle inequalities.
- Worked collaboratively on the development of a System Performance Outcome Dashboard in each of the Locality Plan Reform Pillars which will feed into a System Wide Measurement Framework owned by the LCA which will give us an overview and understanding of our impact. We will hold ourselves to account on delivery of our plans and be able to collectively understand if we are making a positive difference to peoples lives.

2. Digital Innovation

2.1 Digital innovation is a pivotal enabler of our Locality Plan. The Trafford Digital Strategy has been developed with public sector partners to set out the digital vision for the borough. It describes how we will increase the use of digital solutions and platforms to deliver services and information that will enable our citizens and neighbourhoods to be more independent and stay healthier for longer.

2.2. We know that our enabling digital work stream is not simply about IT systems and infrastructure. Our digital innovation will apply the culture, practices, processes and technologies of the internet era to transform how services are delivered in response to people's raised expectations. Digital transformation is based on co-designing system-wide improvements with partners and patients, and is depicted in the below diagram:



2.3. Primary Care is a core focus of our Locality Plan and is a fundamental element of our approach to place based, neighbourhood, integrated health and care. Digital is a key enabler to deliver Trafford's Primary Care vision.

2.4. The national direction is to promote and partially fund a simplified patient journey utilising three digital elements. These are:

- Questionnaire based consultations
- Online triage
- Video conferencing (due by April 2021)

2.5. A range of digital solutions were included in the national framework to deliver these functions.

2.6. The CCG worked with the Primary Care Network Leads and other practice based representatives to consider options for questionnaire based consultations and

online triage. A Digital Information Primary Care Pack provided information on the options available and an update on Babylon/GP at Hands announcement to move into the region.

2.7. The CCG funded a pilot of the AskmyGP solution in one practice in November 2019. AskmyGP allows patients to contact and communicate with a doctor digitally. The important difference between the AskmyGP solution when compared to most others on the national framework is that it involves transforming practice operations as part of the implementation. It focusses on making changes to address the fundamental challenge of improving access to primary care, which is where the true value is. Please click [here](#) for the press release in the Manchester Evening News.

2.8. Four Trafford practices have implemented the AskmyGP solution so far and a further eight have committed to implement during March and April 2020. Most of the remaining practices will be implementing the Emis Online Triage solution which will provide questionnaire based consultations and online triage. One practice is implementing the E-Consult solution. The Emis solution doesn't currently involve the same level of transformation in practices.

2.9. Work has started on evaluating the impact of the digital solutions but it remains very early in the digital transformation journey for Primary Care. Some of the benefits we would hope to see are:

- Improved access and reduced waiting times to see GPs
- Longer consultations enabling more effective care; which supports prevention and early intervention
- Enable agile working and more flexible approaches to managing workload
- Allow practices to resource based on demand (number and type of staff; where and when they are needed)
- Reduce unnecessary referrals / blood tests / investigations
- Reduce demand on other parts of the health and care system

2.10. Good progress has been achieved with the GP Online Consultation solutions recently. There are a number of other digital innovation projects underway and planned to enable the Trafford Locality Plan. These include:

- Implementing Microsoft Office 365 products and tools to support modern ways of working and collaboration across partner organisations.
- Replacing ageing PCs to ensure the new digital solutions can operate effectively.
- Further developing the Integrated Digital Care Record/Graphnet solution to share patient information across partners.

3. Communications and Engagement

3.1. Throughout the development of the Locality Plan we have remained clear and consistent in our message that we have produced a first draft in development version on the plan. We know that there are elements of the plan which will develop and

grow as we start to refine and embed our messages and intentions with our partners, wider stakeholders, and communities. We will continue to develop and work on this plan with a wide range of partnerships, organisations, groups and individuals through 2020 and beyond.

3.2. Our plans are also designed to be coterminous with the delivery plans for Trafford Local Care Organisation, the five Primary Care Networks and Public Health – embedded in our four neighbourhoods. It is on this basis we will engage with our stakeholders and partners in our planned ‘Year of Engagement’. In practice this has meant that we have:

- Established a system wide, Manchester and Trafford Communications and Engagement Steering Group at which our partner organisations are represented – this includes Trafford Council, the CCG, the Department for Work and Pensions, Healthwatch Trafford, Trafford CO, NHS Providers, and members of the VCSE sector.
- Through this group begun to understand the richness and value of our collective reach as organisations
- Agreed that initially our Year of Engagement will focus on our respective workforces across the LCA and in particular the VCSE sector.
- Thrive, our representative organisation for the VCSE sector have been key partners in the development of the plan and represent the VCSE sector at the Local Care Alliance and other partner forums. Thrive, working with the developing VCSE Collective (A collaboration of VCSE sector partners) are currently coproducing an engagement plan with the VCSE Sector.
- We have planned a series of eight neighbourhood events (two in each neighbourhood during 2020) which will focus on what matters in our neighbourhoods and communities. We have also scheduled a series of informal ‘lunch and learn’ briefing sessions for our wider staff groups.
- Following our initial year of engagement we will progress to engaging the wider public which will remain for the life course of our Locality Plan, reinforced by a renewed commitment to coproduction with the people of Trafford.
- Agreed that in order to support the engagement, a suite of plain language, adaptable tools and resources will be developed and tested out through the VCSE sector. Most recently this has included the development of simple easy to read written resources which make our plan accessible to wider audiences – these will be ready for dissemination in April 2020.
- Agreed to take a systematic planned view of our engagement – so we utilise existing structures and relationships, building on our existing structures and in doing so strengthen and extend our reach and capabilities, and avoid unwanted duplication.

3.3. Adopting a dispersed leadership model through the LCA we have taken the Locality Plan to various meetings/events/groups/conferences. For example, the plan was recently discussed at the Trafford Stronger Communities Board and the VCSE Collective Strategy Meeting by different system leaders. We have also engaged and in our neighbourhoods – recently we socialised the plan with the Partington Vision 31 Steering Group and the Partington Vision 31 Public Forum.

3.4. Our next steps in terms of engagement are the agreement and sign off of our suite of engagement materials by the System Communications and Engagement Group (April 2020) and the delivery of our neighbourhood and staff engagement events (March 2020 onwards). We are also working through how we more actively engage with smaller organisations and targeted groups.