


Health and Social Care Recovery and Reform Programme Update

HWBB

16th October 2020



Health and Social Care Recovery and Reform Programme: Highlight Report

Living Well in My Community Strategic Design Group (SDG)

Key workstreams

- Development of place-based working
- A partnership-wide information and advice offer
- Promoting equality by reducing health inequalities, addressing the wider determinants of health
- A strong and healthy voluntary sector in Trafford

Chairs

Jo Gibson (TMBC Commissioning),
George Devlin (VCSE Collective), Roger
Sutton (Trafford Partnership)

Status



Amber: in progress. There have been some delays associated with the coproduction approach (which has been identified as key for success) and to ensure we have the right goals in place

Progress this period

Work has been undertaken to refine and validate each workstream's challenge statement, vision statement, and short term goals and milestones. These have been presented by each workstream subgroup to the full design group for the group for comments and approval and will be finalised in group sessions w.c. 21st September.

Trafford Council and CCG 'Enablers' were invited to the SDG on 16th September to ensure alignment and begin flagging any areas of risk. Representatives from housing, finance and estates attended, others will be brought in to future meetings and we will ensure that information sharing pathways are created. We will also consider how and when to bring in 'Enablers' from other stakeholder organisations.

We have compiled a Lessons Learned report, bringing together collaborative review work from 7+ different workstreams (VCFSE sector survey, Community Hubs user survey, FutureGov stocktake, Thrive review with hubs, Strategy group review, Development planning subgroup review, National and Local insight overview). This has been distributed to the strategic and operational Community Response teams and will be shared with the H&SC R&R board on 23rd September, the other 3 SDGs, and the Trafford Partnership Recovery Board. We will conduct further analysis to hold ourselves to enact the learning from this document in our service re-design / transformation.

Planned actions

- Present a deep dive on activity and progress so far to the Health & Social Care Recovery & Reform board on 23rd September
- Agree delivery dates for each initial milestone sitting under the four workstreams
- Complete SDG Finalisation Process
- Approach additional community partners to ensure we adopt an inclusive approach that is aligned with the right stakeholders, especially those already delivering related work in the community
- Programme Director to engage LCA partners on their required involvement

September 2020

- Submit **NHSE Phase 3** Narrative response
- Current VCSE sector **spend analysis** requirements as a baseline
- Kick off Taking stock workstream: understand and **map the Advice and Support offer in Trafford** across all organisations

October 2020

- Begin scoping a VCSE sector **funding framework**
- Review and agree **Information & Advice Strategy** project
- A focused **audit of the Trafford Directory** with immediate focus on CAB/Welfare/Debt advice
- Each hub to write an **issues/concerns statement** coming out of lockdown to inform areas of focus needed and any gaps

November 2020

- Review what **public health workstreams** need to be resumed; align with current PH priorities
- Develop a **new digital/web offer** that links to existing trusted sources

Living Well at Home strategic design group (SDG)

Key workstreams

- Community health services
- Homecare, technology enabled care
- Meds management
- Safeguarding and domestic abuse
- Residential and nursing homes
- Children's community services
- Asset based solutions, personalisation
- Mental health
- Learning disabilities
- Carers, respite redesign
- Primary care

Chairs

Karen Ahmed (Trafford Council), Jacqui Coulton (Trafford CCG)

Status



Amber: in progress. The group is slightly behind some of the other SDGs which were able to build on a greater amount of existing work on workstream scoping and milestone planning

Progress this period

The SDG met on the 15th September and validated the challenge, vision and milestone approach we are using for the group, as well as providing updates for each workstream. A decision has been reached to reshape the structure of future SDG meetings to provide the best, most focused use of attendees time.

We are reviewing the exception reporting format for leads to use to give updates on their areas, ensuring it gives the right level of information without being too onerous for people to complete. We are also reviewing the measurement framework we will use to support the programme. The Local Care Alliance will meet on 23rd September for a Outcome Dashboard workshop with subject matter experts; we will incorporate the outputs of this session into our SDG approach.

There has been further movement of workstreams between the Living Well at Home and Step Closer to Home SDGs, with Long Term Conditions moving to SCTH and Technology Enabled Care and Right Care for You moving to LWAH.

Eleven of sixteen workstream area leads have supplied a challenge and vision statement for their areas and identified key delivery milestones for the next months. These are still pending for Meds Management, Children's Services, Mental Health, Learning Disabilities, and the link with Community placed based working.

Planned actions

- Present a deep dive on activity and progress so far to the Local Care Alliance on 15th October
- Complete roadmap of work to deliver over the next 1-4 months; further refinement of milestones
- Sign off NHSE Phase 3 measurements within SDG
- Map the governance of new and existing strategic and operational groups to review how they align with the LWAH SDG, helping to avoid duplication and ensure alignment and good communication.
- Bring in Trafford Council and CCG 'Enablers' to the SDG (such as workforce, finance, estates, communications, housing, digital leads) to ensure alignment and information sharing is achieved

September 2020

Agree scope and framework of **recovery for therapies**

Hospital rehabilitation pathway

New model of medical support to **Ascot House**

Workforce for continuation of **IMC Rehab at Home**

Extend **Rapid Homecare**

Alignment of **GP** practices to **care homes**

Commence **flu programme**

Complete **winter plan**

Complete **meds optimisation** workplan

October 2020

Extending **Red Cross** support offer

Extending **Homecare workforce development/** care quality improvement offer

Develop **social value offer** for **care at home** sector

Submit trajectory and plan for **LD health checks** in primary care

November 2020

Plan **retender of homecare** and reablement framework

Develop new model and specification for **Community Rehab**

A Step Closer to Home Strategic Design Group (SDG)

Key workstreams

- Wrap around additional support to enable people to stay at home or leave hospital
- Crisis Care at Home and Assisted Discharge Services
- Flexible care that can be increased (or decreased) in response to changing social care or health needs and prevent any loss of independence or well-being through facilitating access to specialist intensive support, where required
- Adaptions and Equipment Services (ORC/OT)

Chairs

Karen Ahmed (Trafford Council), Jacqui Coulton (Trafford CCG)

Status



Amber:
in progress

Progress this period

Significant movement of priority workstreams in this reporting period from SSIH into SCTH:

- i) Long Covid pathway** (to be scoped further, remaining in SCTH until this work is completed)
- ii) MSK LTC pathways** (to be scoped further, remaining in SCTH until this work is completed)
- iii) Acute Discharge (SCTH)

Significant movement of priority workstreams between SCTH and LWAH:

- i) TEC moved from SCTH to LWAH
- ii) Person centred approach to hospital discharge (Let's Talk launch into Hospital Social Work Teams) from LWAH to SCTH.

Work continues to be undertaken to refine and validate each workstream's challenge statement, vision statement, and short term goals and milestones. Some gaps remain and PMO lead is working offline with leads to obtain detail.

A deep dive on the SCTH SDG was presented at the H&SC Recovery & Reform Board on 16th September.

Planned actions

SCTH SDG meeting to take place Monday 5th October.

Measurement Framework to be developed – first discussion at SDG 5th October.

LCA Presentation on 15th October with deep dive on Therapies and Rehabilitation

PMO Lead to continue validation of vision, challenge, short term goals and milestones with leads offline, and continue development of roadmap of work to deliver over the next 1-4 months

Bring in Enablers to review and inform milestones & engage as per proposed enabler process

Sign off NHSE Phase 3 measurements within SDG (Elective, Cancer, Primary Care and Community Services, Mental health and LD, Winter Planning, Workforce, Inequalities)

September 2020

TEC Pilots commence

TEC Service Specification/Operation Procedures **Redesign** in preparation for re-tender begins

Identify priority workstreams in **therapeutic support** delivered by services into the **person's place of residence** (including residential and nursing settings) to **develop or relearn skills.**

Extension of Covid-funded **Rapid Homecare Service** and mini-competition for **Crisis Intervention Service**

Restart **Intermediate Care at Home** Business Case content

Ready service for **winter/any second peak** by addressing workforce and expanding BC to meet NICE guidance.

Identify local **contractual and financial framework**

Implement Geriatrician model of support in **Ascot House**

October 2020

Consultant recruited and review of **ORC/OT** Service commenced

British Red Cross Assisted Discharge Service transitions to Transformation funding

November 2020

A Short Stay in Hospital Strategic Design Group (SDG)

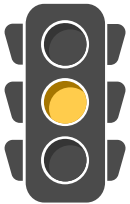
Key workstreams

- Urgent Care Flow & Redesign
- Planned Care
- Cancer

Chair

Naomi Ledwith (Trafford CCG)

Status



Amber:
in progress

Progress this period

PMO Lead has met with Priority Area Leads for Urgent Care, Planned Care and Cancer both individually and jointly as a group to review and update milestones associated within each priority area and workstream.

CCG Priority Pathways document has been updated in advance of required submission and aligned to SDG workstreams.

Priority Area Leads and PMO lead met to agree reporting structure for SDG meeting. Agreed format is via highlight report, which is completed by leads on a bi-weekly basis and can be used at any SDG as an update.

Movement of the following workstreams from SSIH to SCTH and LWAH:

- Risk stratification for people with LTC (LWAH)
- Long Covid pathway (**to be scoped further, remaining in SCTH until this work is completed)
- People waiting longer for surgery (LWAH)
- MSK LTC pathways (**to be scoped further, remaining in SCTH until this work is completed)
- Diabetes LTC (LWAH)
- Acute Discharge (SCTH)

Planned actions

Bring in Enablers to review and inform milestones & engage as per proposed enabler process

Sign off NHSE Phase 3 measurements (Elective, Cancer, Primary Care and Community Services, Mental health and LD, Winter Planning, Workforce, Inequalities)

Continue to prepare for initial submission of the NHSE/I Phase 3 Letter

September 2020

LTC Reform Steering Group and Diabetes, Respiratory, Cardiology, Gastroenterology, Dermatology and AQP Audiology sub-groups established

SDEC Model Developed

Restart existing AQP providers and agree re-tendering/re-procurement process and delivery

Local Trafford Respiratory Plan developed

October 2020

UEC by Appointment and CAS rollout

PIFU Process, Partial Booking and Virtual Triage implemented

Restart Trafford Cancer Partnership Group

Expansion of Best-Timed Pathways (head and neck, OG, HPB, and gynae)

Implement Phase 1 of Rapid Diagnostic Centre initiative

November 2020

Deliver series of GP Education Events to support new ways of working in Outpatient Recovery

Community interface service and provider review



Health and Social Care Recovery and Reform Programme:

Communication and Engagement Strategy

Communications and Engagement Strategy update

Co-designed with colleagues from Trafford Local Care Alliance and Trafford Partnership – meet monthly as part of health and social care communication and engagement steering group.

Strategy covers:

- Trafford's response to Covid-19 and
- Longer term reform of health and social care in Trafford Top level system-wide strategy for leaders – to build on integrated working positive feedback received – need to ensure clear and simple, with no jargon.

Final draft was shared with Local Care Alliance for support, on 10th September 2020.

Task and Finish Groups:

- Strategy – sense checking, clear and concise, risks and measuring success
- Covid-19 Virtual partners network – mechanism for Public Health Trafford and all partners to disseminate information quickly and efficiently to the people/communities of Trafford

Priority Campaigns: To be agreed but likely to include:

- Covid-19 (Test and Trace, increase uptake of testing, outbreaks)
- Urgent and emergency care / 111 usage
- Flu
- Suicide prevention
- Better health (National campaign)



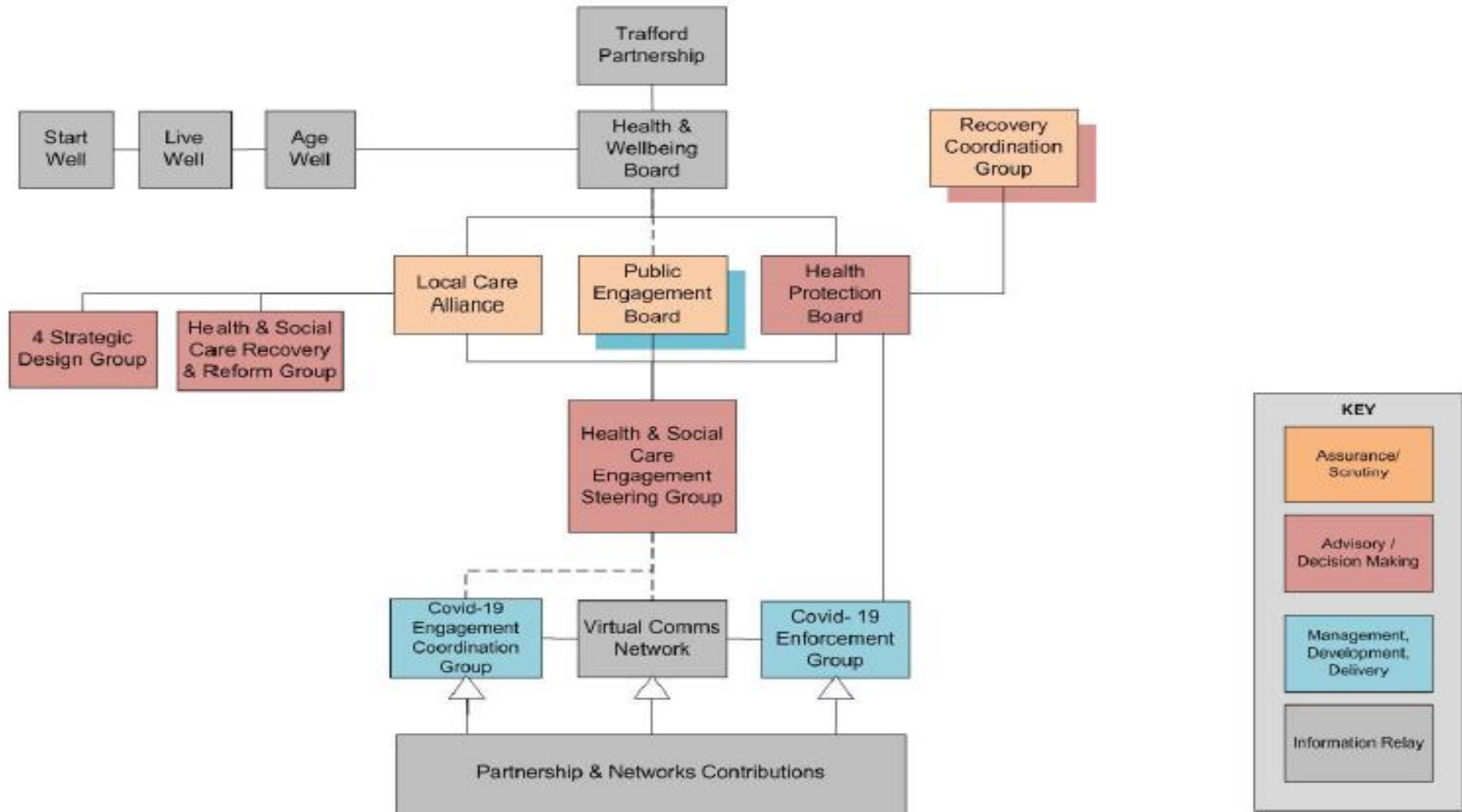
Communications and Engagement Strategy for Health and Social Care (1 of 2)

Title from draft strategy	Our commitments
Working together as a system: Trafford Together	We will not work in isolation and always consider the wider determinants of health
Communications and engagement principles	We will place people and communities at the centre of everything we do
Resourcing the programme	We will work together to maximise the impact of communications and engagement and be supported in our own organisations to deliver this partnership approach
Governance	We will ensure all key forums receive regular updates regarding communications and engagement
Brand management	The communications and engagement steering group, through the LCA and our partners commit to developing a collectively owned brand for health and social care in Trafford
Developing key messages – Covid-19	We will cascade national messages; contribute to forming Greater Manchester messages and develop bespoke Trafford messages in the most accessible way for our audiences

Draft Communications and Engagement Strategy for health and social care (2 of 2)

Title from draft strategy	Our commitments
Materials and resources	We will ensure that partners and public are able to access the right information in the most accessible way
Campaigns	We will aim to develop five multi-agency campaign programmes, driven by the needs and wants of the Trafford population
Insight and engagement	Insight will be at the heart of all our planning and decision making
Promoting equality	We will plan to mitigate any inequalities in our communications and engagement approaches
Stakeholders	We will work with all our stakeholders and wider partners to plan together, maximise existing communications channels and communicate effectively with the people and communities of Trafford
Channels	We will identify and utilise a wide range of communications channels to communicate and engage with people, ensuring inclusivity.
Risks and mitigations	We will work together as partners to manage any risks that arise and where possible be proactive in our mitigation
Measuring success – monitoring and evaluation	We will collect the right information and intelligence consistently. We will continually challenge our partners to understand ‘Have we made a difference ?

Communications and Engagement Strategy: System Connectivity



Evaluation Methods

- Using Google analytics to assess the regularity of visits to our web content.
- Reporting tools for social media which tell us the level of engagement our posts are having.
- Media releases sent out, media coverage (volume and tone), feedback/comment on online stories and pick up of key messages.
- Getting feedback from focus groups.
- Event feedback where appropriate.
- Feedback from key stakeholders.
- Telephone interviews to seek feedback.
- Digital surveys – e.g. Citizen Space.
- Open rates of Mailchimp when used.





#FutureTrafford

Recovery Plan - Engagement Campaign

The Campaign

- Four weeks focusing on each of the four themes:
 1. Employment and skills
 2. Business recovery
 3. Children and Young People
 4. Living Well in the Community
- Additional key messages and collateral to top and tail existing messaging, to focus on thematic areas (to save on cost and time)
- Focusing on digital engagement, with some f2f in Covid-secure environments (libraries)

The Campaign Plan

HOW DO YOU SEE YOUR #FUTURETRAFFORD?

What are we trying to do? - To engage with as many as residents, employees, pupils, stakeholders, visitors et as possible about the future of Trafford

Timescales – 4 weeks, commencing 28th September

Anticipated Outcomes:

- maximum reach/opportunity to interact and respond
- Test the response to the key themes and extract priorities for developing the recovery plan

Partner Involvement:

Campaign Development: THT
Campaign Management: Trafford Council

Campaign Sharing/Engagement: ALL Partners

- Resident lead: Trafford Council
- Business lead: Bruntwood
- Education lead: Trafford College
- Town Centres lead: Town Centre teams
- Voluntary lead: TBC



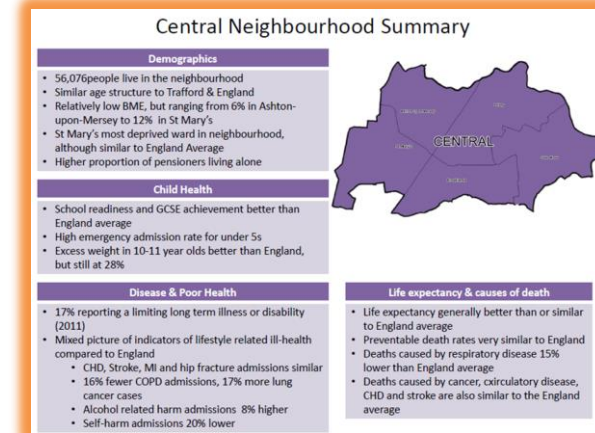
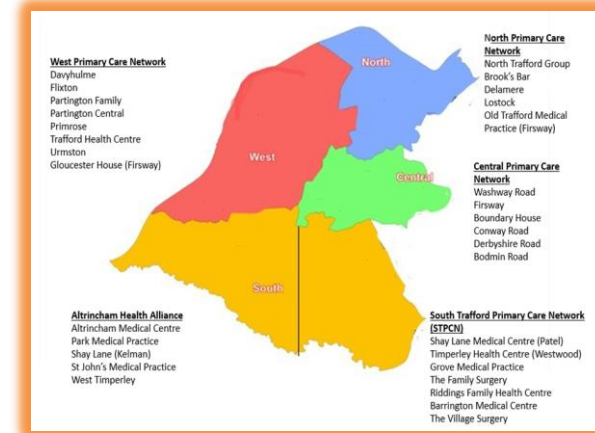
Health and Social Care Recovery and Reform Programme: Measurement Framework

LCA Measurement Framework / Outcome

Where are we now?

Existing Products / Developments

- Health and Social Care Response Covid Dashboard
- Recovery Dashboard – NHSE Phase 3 Trajectories
- Inequalities Dashboard
- Strategic Design Group Measurement Framework (In development) – Including Mental Health Dashboard
- Elected Member Dashboard
- Children’s Dashboard (In development)
- Corporate Plan (Council)
- Joint Strategic Needs Assessment (JSNA)
- Neighbourhood Profiles (Draft)



LCA Measurement Framework / Outcomes

Where do we want to be?

Trafford Recovery Locality Measurement Framework					
Our Recovery / Locality Plan Three Aspirations Are.....					
Working Together we will deliver.....	1. Better Lives for our most vulnerable people	2. Better Wellbeing for our Population	3. Better Connection through our Communities		
	Measure Measure Measure	Measure Measure Measure	Measure Measure Measure		
	Reduction in Health Inequalities	Recover from COVID-19	Reform Health and Social Care		
	Measure Measure Measure	Measure Measure Measure	Measure Measure Measure		
	Healthy and Happy Staff	Maximise the Trafford £	Safe and High Quality Health and Care Services		
	Workforce Survey NHS Workforce Survey Council VCSE Collective Volunteering	Social Value Balanced Budgets Investment in VCSE	CQC ASC/PC/Trust Patient Feedback		
We will understand our performance through.....					
Inequalities Dashboard	Recovery Dashboard	Strategic Design Group Dashboards	Neighbourhood Dashboards	Thematic Dashboards	
Built on a foundation of our.....					
Joint Strategic Needs Assessment (JSNA)		Neighbourhood Profiles			

A Trafford Measurement Framework:

A 'framework' to articulate the core components of our systems approach to understanding our communities, measuring success and impact

LCA Measurement Framework / Outcomes

Feedback from workshop and next steps:



1. Trafford LCA – Health and Social Care Measurement Framework:

- Further consultation and feedback with colleagues who attended workshop session on 23rd September - using feedback received we will aim to populate a first draft of the Measurement Framework including metrics / actual data.



2. Practical Measures/Metrics:

- One of the aims of the workshop session was for colleagues to share practical measures/metrics which were pertinent for inclusion in any of the dashboards. We are currently awaiting feedback on this.



3. Health Inequalities Dashboard:

- A one off meeting to connect the work around health inequalities and the emerging dashboard that builds on the draft content we already have as part of our NHSE Phase 3 planning submission and ongoing work around the CCG and Council Corporate Equality Strategy.



4. Strategic Design Groups:

- Performance colleagues will continue to work with other colleagues in the four H&SC Strategic Design Groups to curate their measurement frameworks aligned to their priority work programmes.



5. Neighbourhood Profiles and Neighbourhood Dashboards:

- Convene a meeting to refine the draft 'Neighbourhood Profiles we developed as part of the initial Trafford Together Locality Plan. This meeting will also discuss the curation 'Neighbourhood Dashboards' which will be a collation of data sourced from the various dashboards that have been created or are proposed.