

Trafford Locality Plan Refresh

Trafford Health and Wellbeing Board

January 2024

Trafford

Integrated Care Partnership



Part of Greater Manchester
Integrated Care Partnership



Presentation by:

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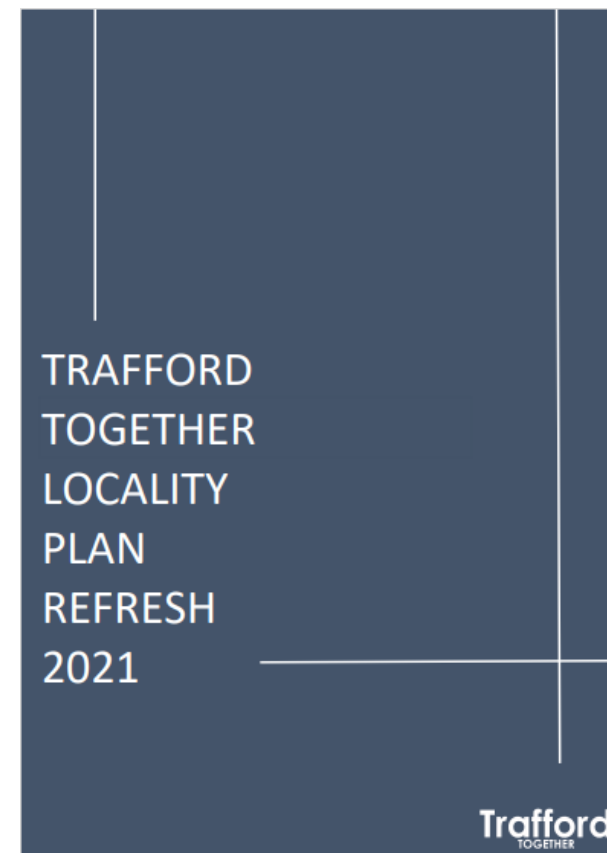
Trafford Locality Plan Refresh: Aim and Rationale

Aim:
Our aspiration is to refresh the Locality Plan and create one plan for health and care for Trafford by integrating the aims and aspirations of the current health and wellbeing strategy.

Rationale:
The ICS Operating Model confirms the core role of localities in driving population health improvement and delivering preventative, proactive integrated models of neighbourhood care. Although localities are delivering across all six of the missions in the ICP Strategy, our key areas of responsibility principally relate to the missions on **stronger communities** and **helping people stay well and detecting illness earlier**.

There are numerous factors mobilising the refresh of our Locality Plan, including existing and new strategy, organisational development and the outputs of various reviews on systems and services, a selection listed below:

- Trafford Health and Wellbeing Strategy 2019-2029 and Trafford Locality Plan alignment
- GM ICP Strategy
- GM Joint Forward Plan Clarity on GM Operating Model
- Clarity on Locality structure
- Carnall Farrar Leadership Review
- NHS GM Strategic Financial Framework (SFF)
- Development of annual 'Strategic Priorities' delivered by the Trafford Provider Collaborative Board (TPCB)
- Timeliness of planned updates to relevant organisational strategies and visions (Trafford Council, Manchester Foundation Trust inc WTWA and TLCO, GMMH, etc)
- Recommendations and development plans following Peer Review and Inspection activity in TICP organisations (GMM, Council, MFT)



A social model for health - People & community approaches - Innovation & spread



GREATER MANCHESTER

MODEL FOR HEALTH

- Living well at home & adult social care
- Integrated urgent care
- Dental & community pharmacy
- Health screening & immunisation
- Reducing harm from tobacco, alcohol & drugs

- Primary care networks & neighbourhood teams
- Social prescribing 'Live Well'
- Children's services & family hubs
- Community mental health 'Living Well'

NEIGHBOURHOOD WORKING / PREVENTION & REDUCING HARM



Trafford

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- The GM ICP Strategy signals a shift to a preventive Social Model of Health and Care
- Our Joint Forward Plan includes a comprehensive Prevention and Early Intervention Framework

GM Social Model for Health and Relevant Strategy

Trafford Integrated Care Partnership



Carbon Neutral Action Plan View the Carbon Neutral Action Plan	Trafford Children's Improvement Plan View the Childrens Improvement Plan	Trafford Corporate Parenting Strategy View the Corporate Parenting Strategy	Trafford Corporate Equality Strategy View the Corporate Equality Strategy
Crime & Community Safety Strategy View the Crime & Community Safety Strategy	Trafford Digital Strategy View the Digital Strategy	Trafford Economic Recovery Plan View the Economic Recovery Plan	Trafford Health & Wellbeing Strategy View the Health & Wellbeing Strategy
Trafford Housing Strategy View the Housing Strategy	Trafford Older People's Housing Strategy View the Older Peoples Housing Strategy	Trafford Poverty Strategy View the Poverty Strategy	Trafford Carers, Family and Friends Strategy View the Carers, Family and Friends Strategy
Trafford Local Plan View the Trafford Local Plan	Trafford Together Locality Plan View the Trafford Locality Plan	Trafford Culture Strategy View the Culture Strategy	Trafford VCFSE Strategy View the VCFSE Strategy

GM Operating Plan: Locality Delegated Responsibilities







The planning and oversight of some NHS and Local Authority services will be led at place

NHS services under the scope of place level planning and oversight of delivery:

-  All **primary care services** including General Medical, General Pharmaceutical, General Dental, General Ophthalmic, GP Out Hours and GP Extended Hours
-  All **NHS community services** including community nursing and care, AHPs, health visiting, school, family, paediatrics, hospice care, individual placements CHC and intermediate care residential, home care
-  All **NHS community mental health, learning difficulty and autism services** including adult, CAMHS and IAPT services
-  Some **public health services** including social prescribing, diabetes prevention and local smoking cessation

Local authorities will determine which of their services to integrate with place, this will include:

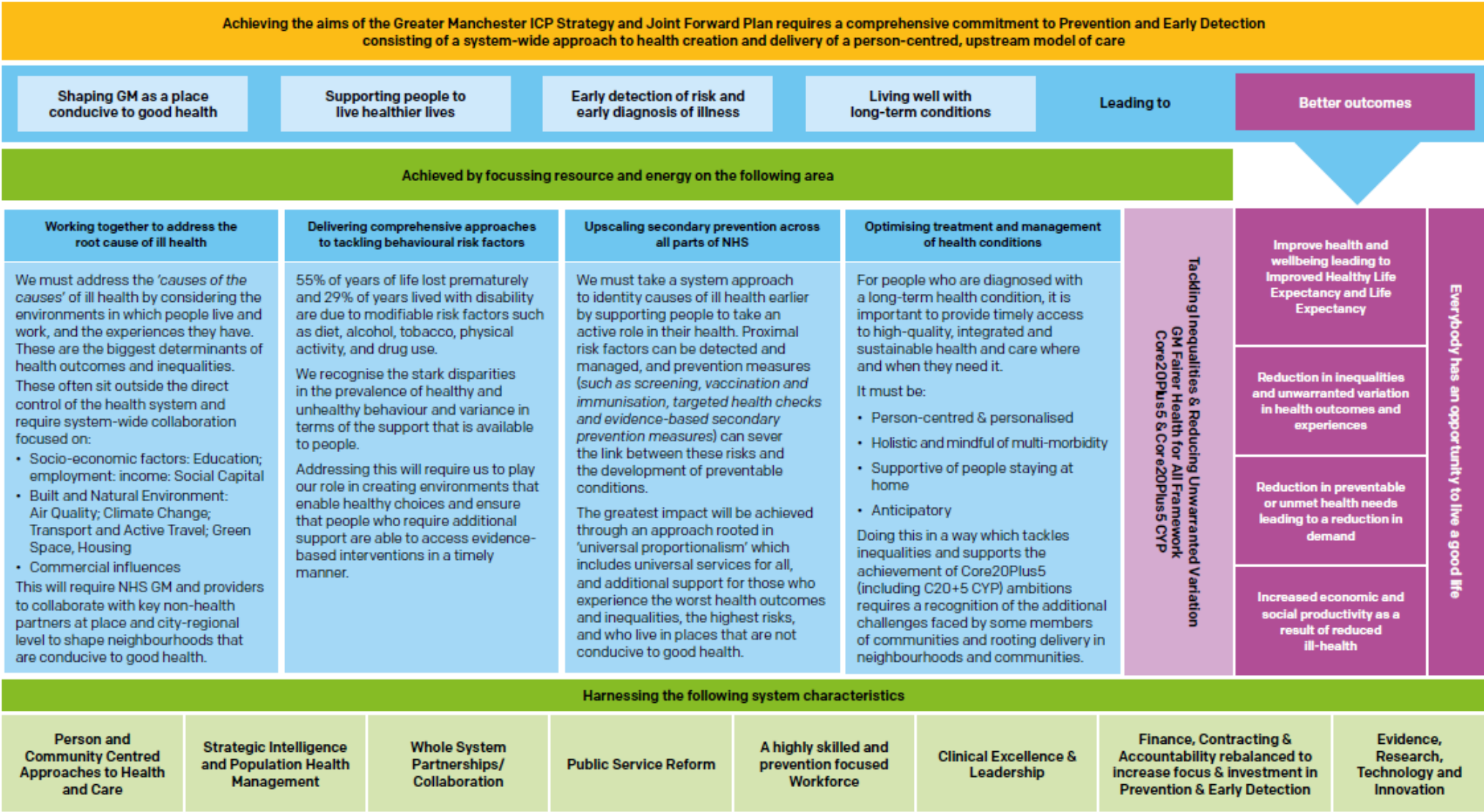
-  Social care services including residential and non-residential services for adults and children
-  **0-19 services including health visitors and school nurses**
-  **Mental health, LD and autism services** (Tier 1-3)
-  Public health and sexual health services including health improvement, drug and alcohol, health promotion

Local authorities could also collaborate on some services to create a ~~wide~~ offer, with the service delivered in place e.g. sexual health

We co-produced and agreed a comprehensive Prevention and Early Intervention Framework as part of our Joint Forward Plan



Greater Manchester



Example: Strengthening Our Communities

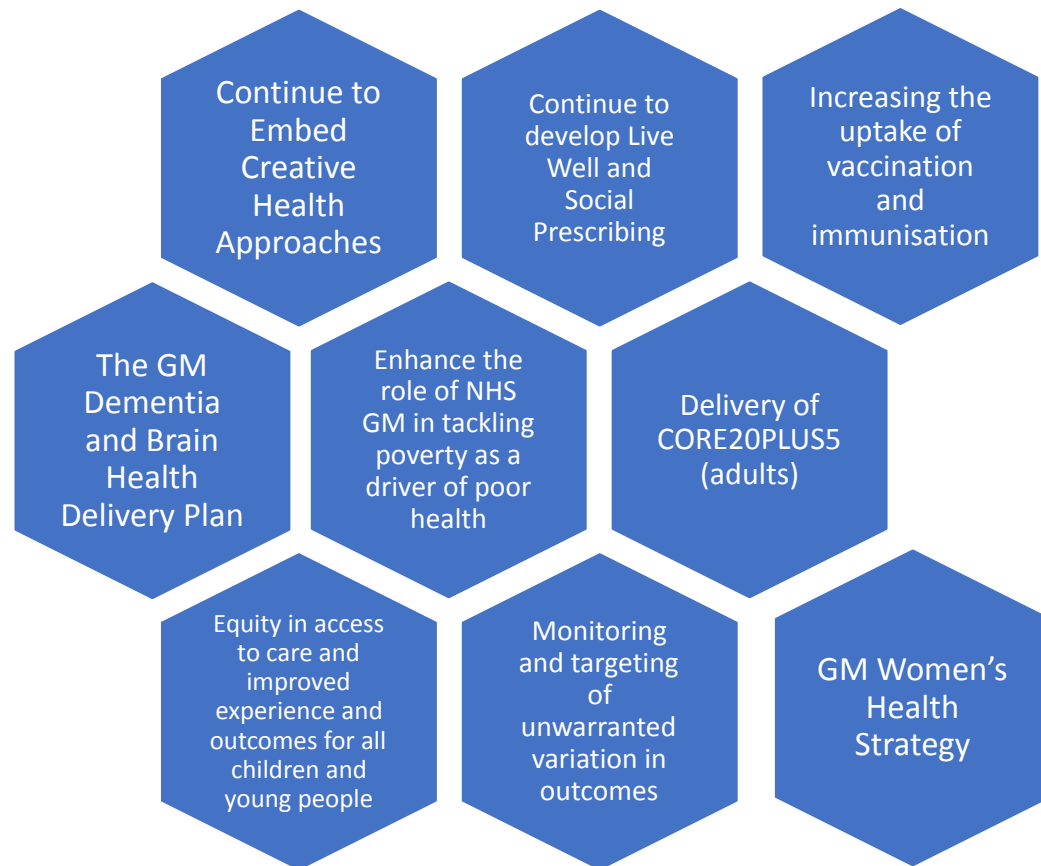
- Below is an extract from the draft analysis document which highlights our local delivery leadership and system leadership – where known. The orange shaded cells suggest there may be a gap in our governance or lack of clarity where the work resides at locality level.

Strengthening Our Communities		GM JFP Accountability					
Key Delivery Actions:		Measuring Our Delivery:	Delivery Leadership	System Leadership	Existing Locality Governance Delivery Leadership	Existing Locality Governance System Leadership	Proposed Locality Governance Delivery / System (if applicable)
1. Scale up and accelerate delivery of person-centred neighbourhood model	Continue to develop Live Well and Social Prescribing						Health and Wellbeing Board
	Continue to Embed Creative Health						
	Enhance the role of NHS GM in tackling poverty as a driver of poor health						Trafford Poverty Steering Group
	Expand community-based mental health provision				Mental Health Transformation Group	Trafford Locality Board	
	Living Well at Home				Adult Social Care Directorate Management Team	Trafford Locality Board	
	Take an inclusive approach to digital transformation				Manchester and Trafford Digital Board	Trafford Locality Board	
2. Develop collaborative and integrated working	Embed the VCSE Accord				Living Well in My Community		
	Deliver a GM-wide consolidated programme for those experiencing multiple						
	Embed the GM Tripartite Housing Agreement						
	Giving every child and young person the best start in life				Childrens Commissioning Board	Start Well	
	Ageing Well				Age Well Board	Health and Wellbeing	
	Increase identification and support for victims of violence						
3. Develop a sustainable environment for all	Delivering our Green Plan				Climate Emergency and Air Quality Commission	Health and Wellbeing Board	

GM Joint Forward Plan: Areas for further locality analysis / exploration



The Joint Forward Plan has 160 actions – from an initial analysis it is clear we need to understand where certain actions / work programmes reside in the locality. Particular actions which need exploring further have been extracted from the initial high-level analysis of the GM JFP – it is not assumed all this work has locality relevance, but it isn't clear which forums and/or organisations (where applicable) are leading and/or supporting delivery of these actions. It is also worth noting in many cases work will be underway on the below subject areas but there is opportunity to do more / do better:



Helping people get into, and stay in, good work

- Provide more consistent and reliable identification and support for Greater Manchester's unwaged carers
- Take action on the cause of staff sickness and improve wellbeing support
- Develop and deliver the Greater Manchester retention plan
- Working with employers to deliver GM Good Employment Charter
- Adapt the recruitment process to provide alternative entry routes for diverse talent
- Building a leadership culture committed to addressing health inequalities
- Embrace digital innovation to improve the way we work – starting with HR digitisation
- Develop our Greater Manchester careers approach to attract and support career development

Distilling our Key 'Drivers for Change'



GM ICP approach to planning

The GM approach to planning for 2024/25 is different to that of previous annual operational plans: we will develop a broad, **System Delivery Plan for GM** rather than solely a response to the NHS guidance. There are three elements to our planning approach:

- The role of localities in **driving population health improvement and prevention at scale**. Upgrading our approach to prevention will need to be a major part of GM's overarching plan for 2024/5
- The role of **providers in planning for activity, workforce, and finance to improve productivity** through the NHS operational planning process
- The role of **GM commissioning to drive the changes needed**

It is suggested a **Locality Delivery Portfolio** is developed for 2024/5 comprising:

- The outputs from the **commissioning intentions** process. These will be consolidated to a GM level but we will need to describe what delivery looks like in localities
- A set of priorities for 2024/5 identified **by each individual locality** – drawing on existing locality plans, the GM ICP Strategy and JFP, the Prevention Framework, SFF and other GM plans
- A small number of priorities **that all 10 localities** agree to focus on in 2024/25 (DPL's)

The Locality Delivery Portfolio would then be built into the 2024/5 GM System Delivery Plan and updated GM Joint Forward Plan.

GM ICP approach to planning



We have started the planning process earlier this year. We are working to an end of March deadline to complete the 2024/5 plan. The key dates are set out below and more detailed timetables will be shared with localities as well.

Meeting	Date
Leadership Forum 1	12th Dec
National Operational Planning Guidance	w/c 18th Dec
Leadership Forum 2 Review draft operational plan ahead of submission to NHSE, <i>and draft GM System Delivery Plan.</i>	29th Jan
NHSE Submission: DRAFT Plans	w/c 12th Feb
NHSE Draft Submission feedback	w/c 26th Feb
Confirm & Challenge Sessions	w/c 4th March
Leadership Forum 3 - reflect on NHSE draft submission feedback and agree key principles for final operational plan <i>and GM System Delivery Plan</i>	12th March
NHSE Submission: FINAL Plans	w/c 25th March
GM System Delivery Plan finalised	w/c 1 April

GM ICP approach to planning

GM have outlined the proposed roles for each part of the system during the planning round – including localities:

☐ We have diarised meetings in January to develop **Trafford’s commissioning intentions** that are reflective of our Locality Plan and Health and Wellbeing Strategy

ICS Partner	Role in Planning Round	Outputs
Provider Trusts	<ul style="list-style-type: none"> Develop trust-level activity, finance and workforce plans Develop proposals for improved productivity and efficiency Identify opportunities for shared services Participate in prioritised service review process Participate in check and challenge process for plans 	<ul style="list-style-type: none"> Completed NHSE finance, activity/performance and workforce templates Collective trust plans (via TPC) set out in 2024/25 Narrative Plan
Localities	<ul style="list-style-type: none"> Developing commissioning intentions for each place Confirming priorities for 2024/5 identified by each individual locality – drawing on existing locality plans, the GM ICP Strategy and JFP, the Prevention Framework and the SFF Agreeing a small number of priorities that all 10 localities agree to focus on in 2024/25 	<ul style="list-style-type: none"> Collective Locality Portfolio for 2024/25 – to be incorporated in 2024/25 GM Narrative Plan
GM ICB Team	<ul style="list-style-type: none"> Design and operate the overall process Ensure system engagement and governance approval Develop GM Commissioning Intentions Develop GM-level assumptions Develop GM-level performance trajectories Develop 24/25 implementation priorities for GM-level plans – population health, prevention, mental health, social care, primary care, system boards and others Develop and implement modelling process Undertake prioritised service review process Lead on the check and challenge process Lead on the triangulation of finance, activity and workforce plans Lead on the narrative plan Incorporate 24/25 plans into an updated Joint Forward Plan 	<ul style="list-style-type: none"> Completed NHSE finance, activity/performance and workforce templates GM Narrative Plan Updated Joint Forward Plan

GM ICP approach to planning

Reflecting the broader perspective that we are adopting for our 2024/5 plan, and the work underway to develop a GM approach to prevention through the localities and the Strategic Financial Framework, we have set out the five domains where we need to take concerted action to upscale prevention across GM.

Moving this forward requires action across 5 component parts



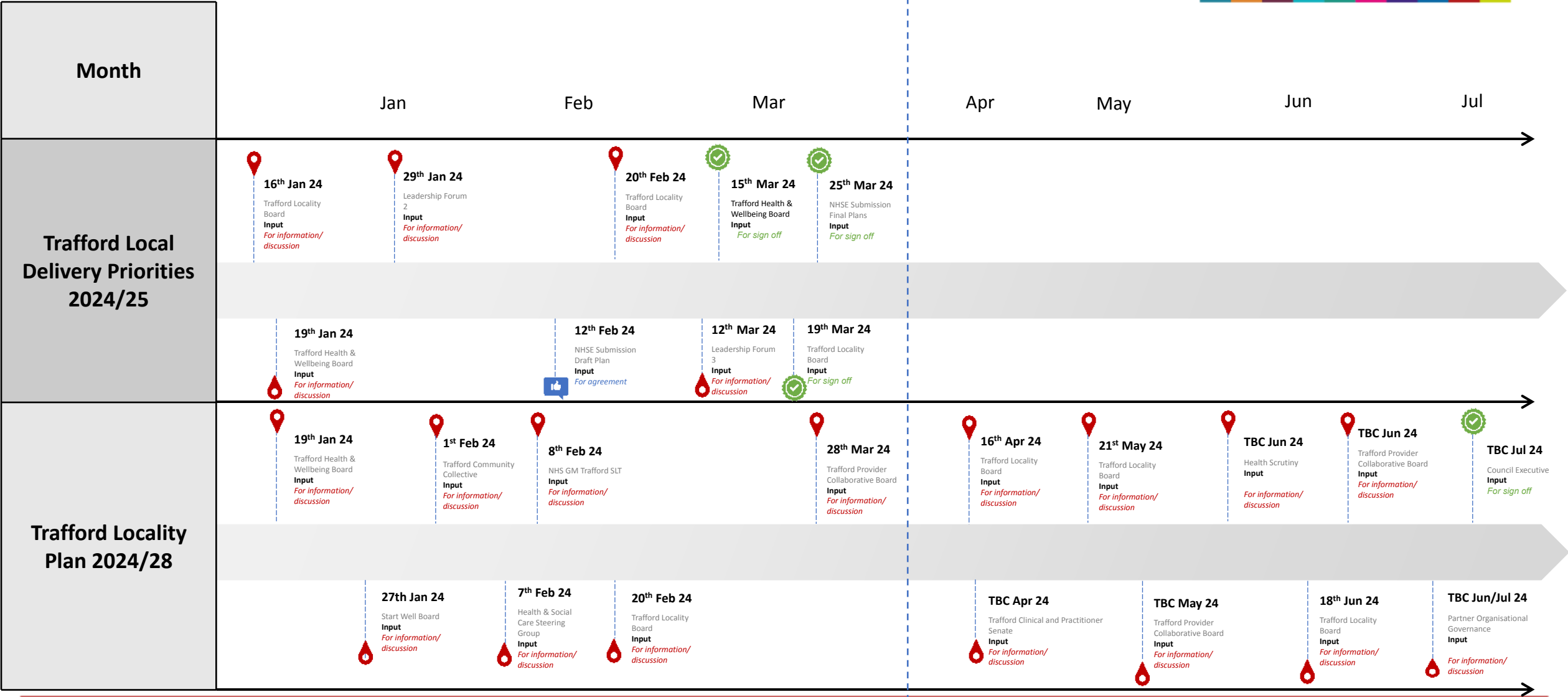
Underpinned by the strategic approaches set out by



Timeline: Key Activities and Forums



 For sign off
 For agreement
 For information/
 discussion



Communications, Coproduction, Co-Design & Participation

Stakeholder Engagement & Participation

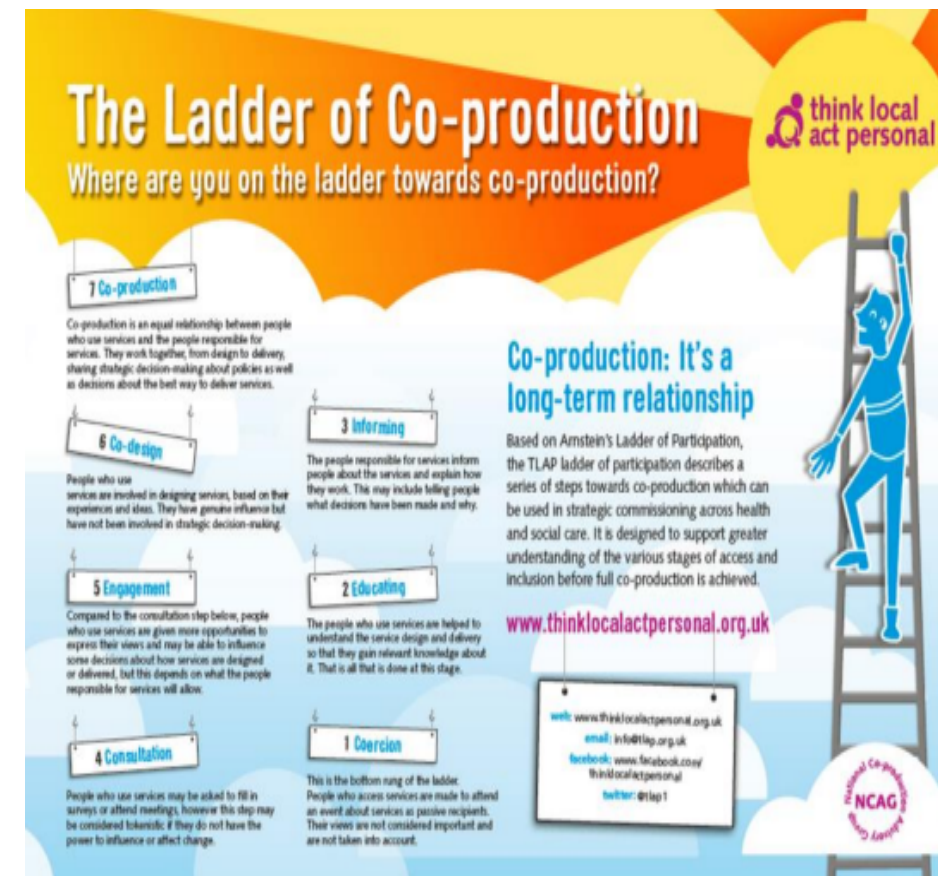
- Stakeholder mapping exercise
- Stakeholder engagement – Boards, meetings, forums and events
- Stakeholder engagement – 1-1 conversations with system leaders

Existing Intelligence, Public Engagement & Participation

- Managing expectations – being clear about what can we do within the resources available
- What are our mandatory duties (respectively) and therefore being realistic about what we can achieve as a system in addition
- Utilise recent engagement intelligence to help formulate our content (Example: Urgent Care Review, Poverty Truth Commission, Healthwatch, Primary Care Patient Surveys, Local Authority service user engagement surveys)

Strategy Group Considerations:

- What existing intelligence can you share?
- Public engagement plan for Locality Plan Refresh (May – July 24)
- Develop a 'Communications and Handling Plan



Key Questions for HWBB

The Board are asked to discuss the following questions:

1. How do we ensure the Health and Wellbeing Strategy and its priorities has a strong/equal presence in the Locality Delivery Plan for 24/25 and the new refreshed Locality Plan?
2. Are there any additional priorities that we need to factor into our thinking as we develop the plan for 24/25 and the refreshed Locality Plan – are there possible gaps in the GM JFP or priorities for consideration that may derive from local intelligence?
3. How do we ensure priorities from the ‘bottom-up’ feature in the refreshed Locality Plan and that we are tackling health inequalities through our plans?
4. Any other considerations by exception?