

Report to HEALTH AND WELLBEING BOARD

Oldham Health and Care Locality Plan Refresh

Portfolio Holder:

Cllr Zahid Chauhan, Cabinet Member for Health and Social Care

Officer Contact : Katrina Stephens, Director of Public Health

Report Author: Richard Cohen, Consultant, Transforming Care

Mobile: 07833161711

31st October 2019

Purpose of the Report

To provide visibility to the Health and Wellbeing Board of the process for the refresh of The Oldham Locality Plan for Health & Social Care Transformation (September 2016 - March 2021), prior to submission of a draft to Greater Manchester on the 30th November 2019.

Executive Summary

In 2016 a Locality Plan for Health & Social Care Transformation was drafted. The Plan covers the period dated September 2016 to March 2021. It outlines the key transformational programmes that will enable Oldham to deliver significant improvements in the health & wellbeing of our residents. The strategic context has moved on since 2016 and Oldham is now in a much better position than in 2016 to describe a whole public service approach to transformation at place level. There has also been a recent ask, at the end of July, made by Greater Manchester (GM) to refresh the Plan to support the development of its implementation plan for GM Health and Social Care prospectus plan and as a response to the NHS Long Term Plan Commitments. Combined with Oldham's desire to continually review direction and progress we have the opportunity to refresh the Plan to reflect our own unique journey to developing a local population health system and reformed public services at place level. A structured approach is being adopted to develop the Plan. Good progress is being made and Oldham is on track for the Plan to be submitted for approval to the Joint Commissioning Partnership Board in November. Following this it will be submitted in 'Draft' to GM. The Plan will be an item for discussion at the next Health and Wellbeing Board Development Session.

Recommendations/Requirement from the Health and Wellbeing Board

To note the note the drivers for the refresh of the Health and Social Care Locality Plan, the structured approach being adopted and the good progress made to date.

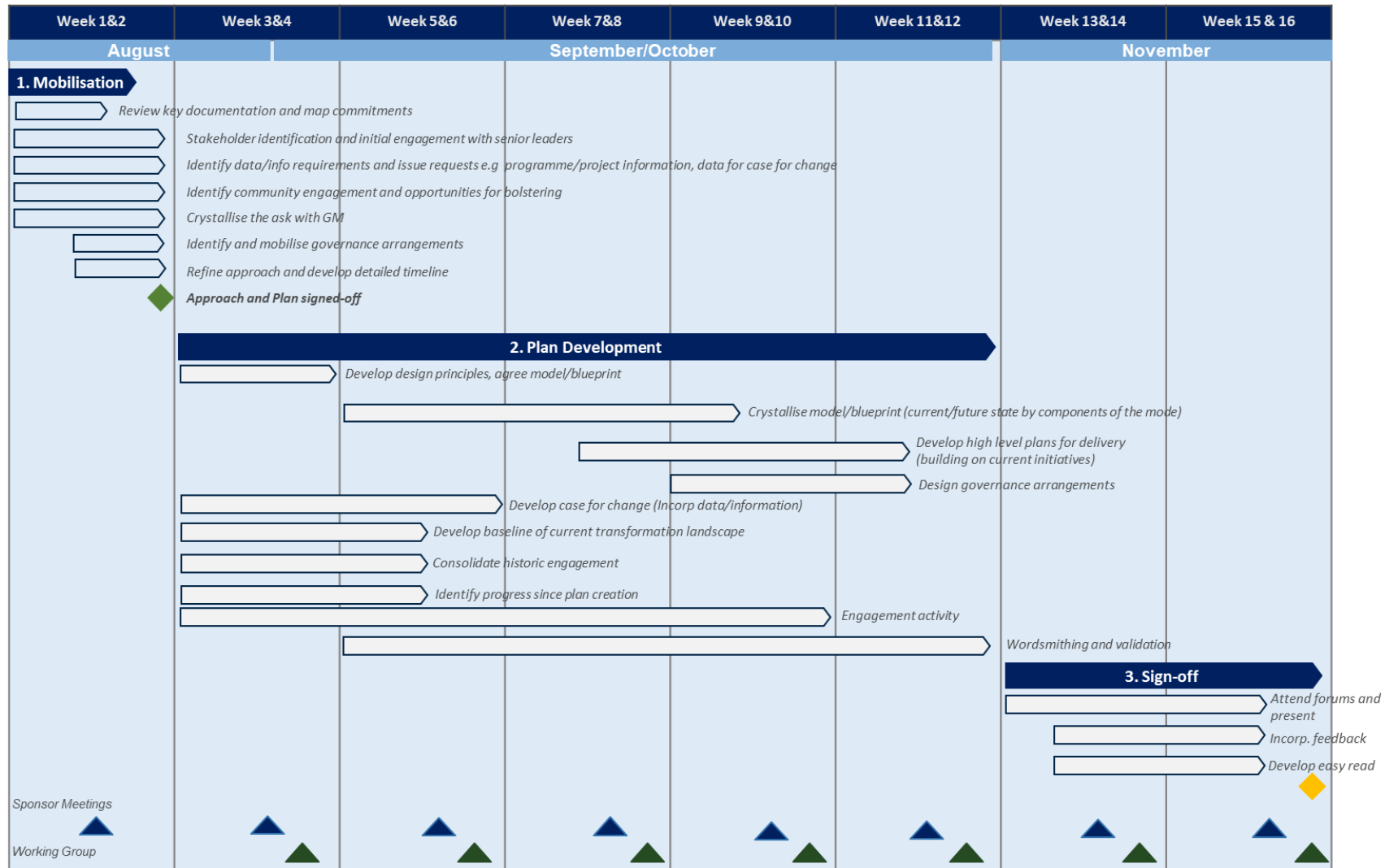
The Refresh of the Oldham Locality Plan for Health & Social Care Transformation

1. Background

- 1.1 In 2016 a Locality Plan for Health & Social Care Transformation was drafted. The Plan covers the period dated September 2016 to March 2021. It outlines the key transformational programmes that will enable Oldham to deliver significant improvements in the health & wellbeing of our residents. It focuses in particular on how we aim to transform prevention services and primary and social care.
- 1.2 The Plan describes four main transformation programmes:
 - Establishing an Integrated Care Organisation
 - Mental health is central to good health
 - Starting Well: Early Years, children & young people
 - Living Well: Action to build thriving communities and provide early help
- 1.3 The strategic context has moved on since 2016, with considerable changes to the health and social care landscape over the last 12 months. For example the North East Sector community services transaction and Phase 1 of the integration of health and social care.
- 1.4 Oldham is now in a much better position than in 2016 to describe a whole public service approach to transformation at place level – both in respect of commissioning and provision with a focus on neighbourhood level delivery (30,000 to 50,000 populations).
- 1.5 There has also been a recent ask, at the end of July, made by Greater Manchester (GM) to refresh the Plan to support the development of its implementation plan for GM Health and Social Care prospectus plan and as a response to the NHS Long Term Plan commitments. This will be integrated with the GM Combined Authority in respect of the implementation of the Unified Model of Public Services.
- 1.6 Combined with Oldham's desire to continually review direction and progress we have the opportunity to refresh the Plan to reflect our own unique journey to developing a local population health system and reformed public services at place level. It is also an opportunity to reaffirm the outcomes that we are seeking to influence.
- 1.7 We recognise that Oldham has been engaging residents on the implementation of its Locality Plan for the last three years. As part of this refresh, we will capture and incorporate this activity, where relevant.
- 1.8 In order that the refreshed Locality Plan can influence the planning for the first year of delivery under the Long Term Plan (2020-21), the Plan will need to be complete by the end of November 2019 and submitted in 'Draft' to GM.
- 1.9 The purpose of this report is to provide visibility to the Health and Wellbeing Board of the process for the refresh and progress to date, prior to submission of a draft to Greater Manchester on the 30th November 2019.

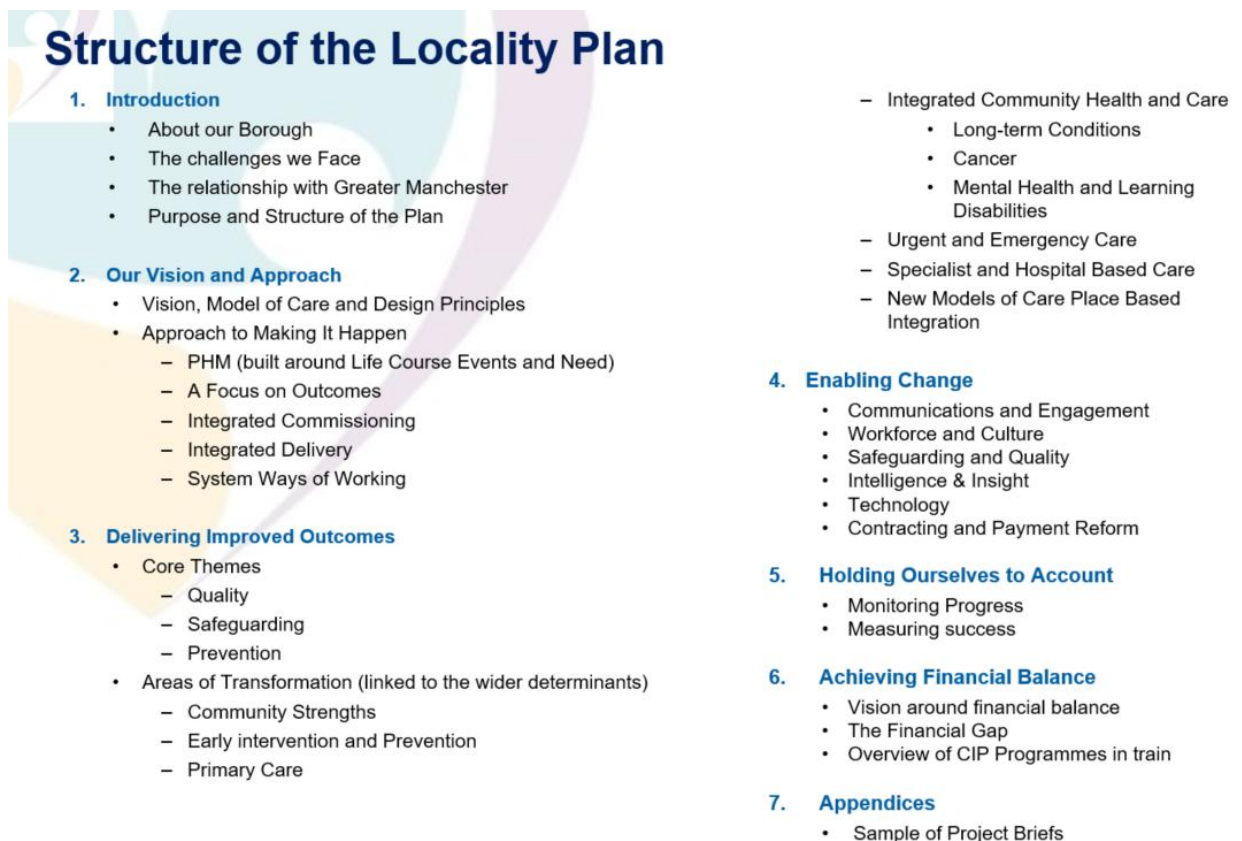
2. Approach

- 2.1. A structured approach and timeline has been developed to undertake the refresh of the Plan. This is illustrated below. Senior Officers have been providing oversight of the its development, receiving weekly highlight reports. In addition a task and finish group that meets weekly has been mobilised to coordinate and contribute to the drafting of the Plan.



3. Progress Update

- 3.1. The development of the Plan is progressing well and Oldham is on track for a draft to be submitted to the Joint Commissioning Partnership Board in November for approval. Following this it will be submitted in 'Draft' to GM. The Plan will be an item for discussion at the next Health and Wellbeing Board Development Session.
- 3.2. There continues to be extensive engagement across partners to crystallise the content and to ensure that it accurately reflects the current and proposed transformation activity.
- 3.3. In line with the structured approach to developing the Plan, work is in the final stages - wordsmithing of the content of the Plan and validation with key stakeholders. Activity continues to be driven through a task and finish group on a weekly basis.
- 3.4. For early visibility, the structure and content of the Plan, model of care and design principles have been included in this report.
- 3.5. The Locality Plan structure is as follows:

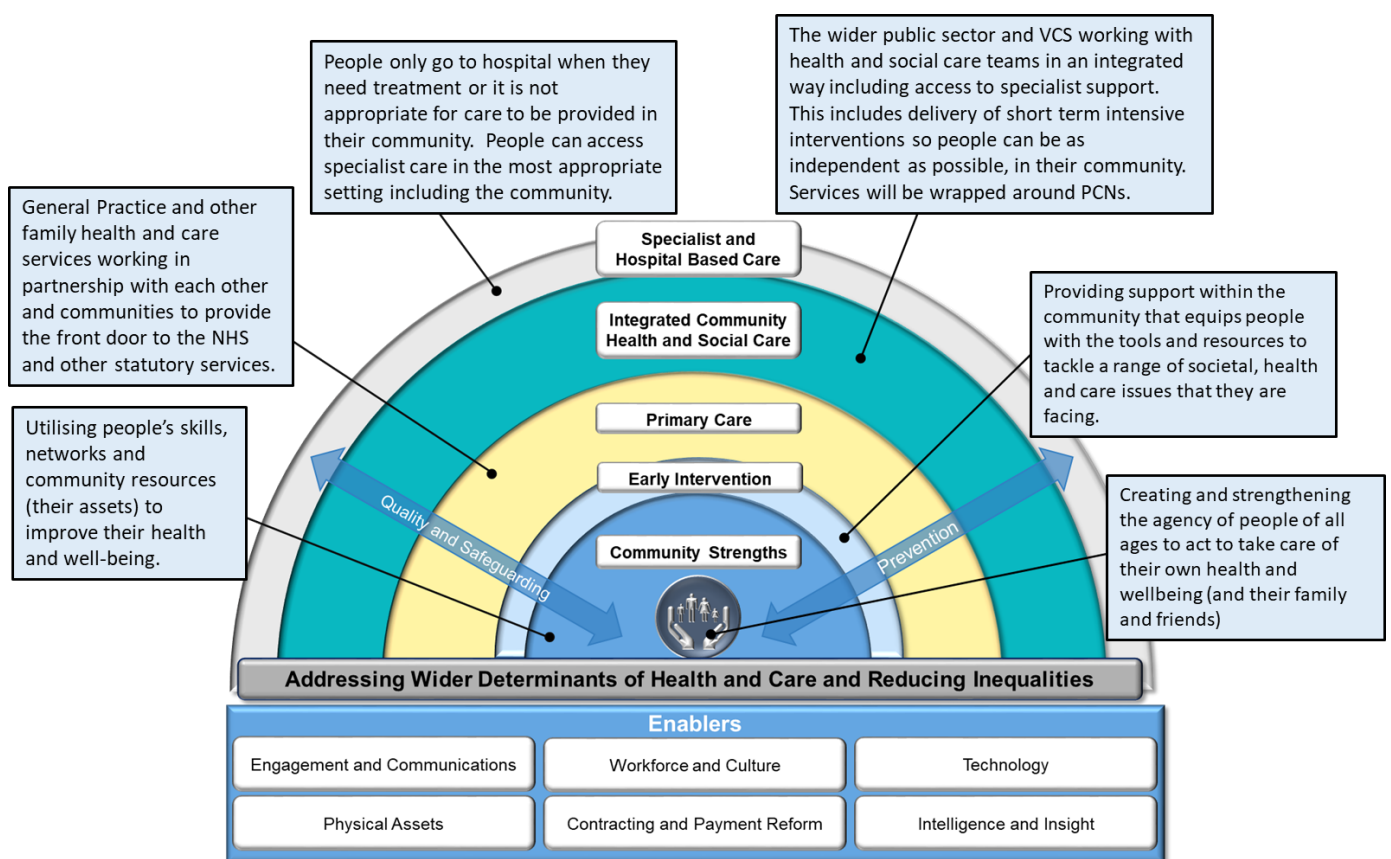


- 3.6. To support the evolution of an Integrated Care System for Oldham a model of health and care has been developed. A model of care broadly describes the how different health and care services and partner organisations should work together in the future for a person, population group or patient cohort as they progress through the stages of a condition, injury or event. It aims to ensure people get the right care, in the right place at the right time, by the right team.
- 3.7. Significant work has been undertaken to design the model of care based on the feedback of clinicians, patients and the public, as well as the wider workforce. By considering all of the feedback, a model and set of design principles have been developed.

3.8. The model serves a high level visual that can be shared internally with staff to explain where services sit in the context of the wider health and care system. A model from which more detailed service models can be designed and delivered.

3.9. The **design logic** behind the model is that it:

- is an 'All Age' model;
- places the person and their community at the centre;
- builds on the requirements for all services to help address the wider determinants of health and address inequalities;
- flows outwards recognising that people need to access different and more specialist care as their needs increase and become more complex;
- is not linear, recognising that people can access services and support at all levels at a time;
- provides an indication of the number of people accessing services through the width of the arcs; and
- ensures that the core themes of Prevention, Safeguarding and Quality permeate all levels.



3.10. Design Principles

- Provided in the most appropriate setting, starting with neighbourhood and place
- As a minimum services are of a 'good' quality and are safe
- Evidence based and driven by feedback, data and intelligence
- Co-designed with local communities and the people who use them
- Emphasise prevention and early intervention

-
- Promote the strengthening of social value
 - Make best use of collective resources to maximise the health and wellbeing outcomes (economies of outcome)
 - Ensure value for money for the Oldham Pound
 - Adopt an asset, strength based, life course approach to care, working with and not doing to people
 - Are personalised and holistic, giving an equal focus on physical, mental health and emotional wellbeing
 - Easy and seamless to access, use and transition between services
 - Maximise opportunities to improve the health literacy of people and communities
 - Create the right environment for all staff to contribute to the best of their skills and abilities
 - Reduce inequalities, giving increased focus to those who face the greatest disadvantage or experience the worst outcomes
 - Reduce variation and standardised where that is the right thing to do

4. Recommendation

- 4.1. The Health and Wellbeing Board is asked to note the drivers for refresh of the Locality Plan for Health & Social Care Transformation, the structured approach being adopted and the good progress made to date.