
Oldham Prevention Framework

January 2024

Prevention Framework Objectives

- To articulate shared objectives and outcomes
- To ensure prevention is central to everything we do
- To review and make sense of our current early intervention & prevention offer across the system
- To identify gaps
- To avoid duplication and maximise effective use of resources - building on work already done
- To support investment and commissioning decisions
- To support a collective approach to deliver enablers, such as workforce development
- To ensure resident focus and alignment to place-based delivery

Prevention Framework – Development Approach

Phase 1:

- Shared language & terminology
- Shared objectives & outcomes
- Mapping current offer and identification of gaps across the life course

Phase 2:

Agreed plans/approach for:

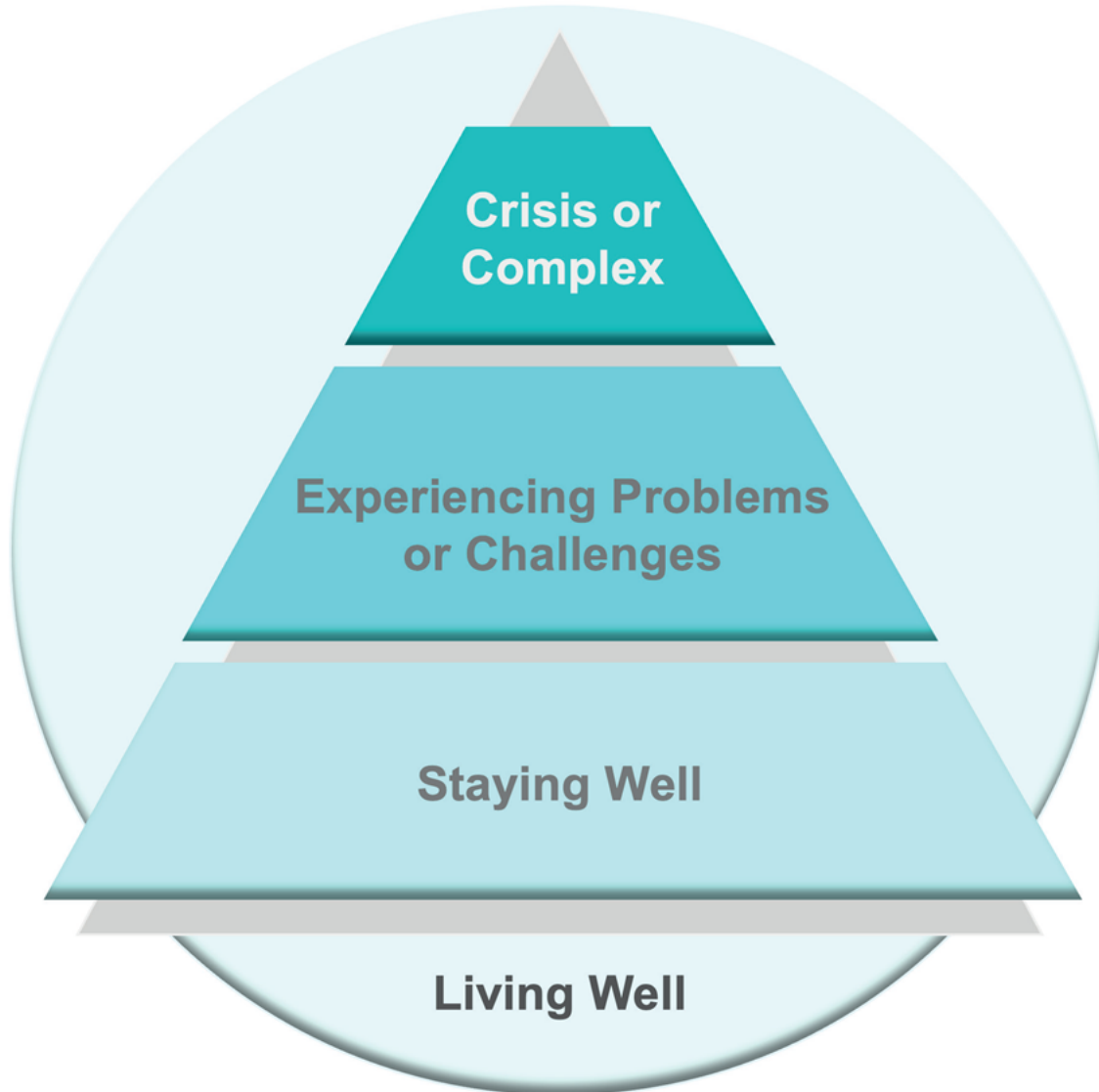
- Directory of support/services/resources
- Workforce development
- Reviewing and re-designing pathways
- Investment in and commissioning of early intervention services
- Evaluation of prevention and early intervention approaches, services & interventions

Prevention Framework – Development Approach

- Workshop approach
- Representatives from:
 - Adult Social Care
 - ICS (incl. Primary Care Commissioning)
 - Children's Services
 - Education
 - Communities
 - VCFSE
 - Public Health
 - Customer Services
 - Housing Strategy
 - Comms

Oldham Prevention Framework

Aim: People are healthy, happy, resilient and independent



High level framework developed with:

- Shared language & terminology
- Shared objectives & outcomes

Oldham Prevention Framework – Table 1: Shared Definitions

What's going on? (for residents)	What do we offer? (place and services)	How do we define that? (who and why)	What does it look like? (key characteristics)
Experiencing crisis or complex problems or challenges	Crisis or intensive support services	Intensive support for people with complex needs or in crisis. Keeping them safe, managing problems and reducing impacts.	Acute crisis intervention or planned support. Likely to be multi-agency, may be specialist / statutory.
Experiencing problems or challenges	Support services	Bespoke support for people with identified needs. Reducing impacts or stop issues getting worse.	Planned support. May be single-agency / specialist or key worker coordinating a range of support services.
Staying well (despite some risks or concerns)	Some extra help and support; Help to access services for everyone	Targeted offer for people seeking help or at risk. Preventing issues escalating or reducing impact of inequalities.	Self-help. Community based activities and support. Low level support services available for those who need it. No barrier to access.
Living well	A good place to live; Services for everyone	Available to everyone.	Creating conditions within places and communities for people to be well and thrive. Social, economic and environmental conditions. Accessible services widely advertised. Empowering people and enabling self-help.

Oldham Prevention Framework – Table 2: Objectives and Outcomes

What's going on? (for residents)	Objectives (what is needed to achieve the aim)	Outcomes (what should we see if successful)	
		For residents	For services
Experiencing crisis or complex problems or challenges	<p>People are safe and the impact of problems and challenges on their life is minimised so that the level of support can be reduced</p> <p>Services work together to provide the right support at the right time to keep people safe and tackle the root causes of problems</p>	<p>Improved individual wellbeing</p> <p>Reduction in risk and complexity</p>	<p>Coordinated and integrated services</p> <p>Fewer people need intensive support</p>
Experiencing problems or challenges	<p>People have the support they need to reduce the impact and/or tackle problems when they occur and live as well as possible</p> <p>Services work together to provide the right support at the right time and tackle the root causes of problems</p>	<p>Improved individual wellbeing</p> <p>People do not reach crisis or complexity</p>	<p>Coordinated and integrated services</p> <p>Fewer people need intensive support</p>
Staying well (despite some risks or concerns)	<p>Individuals and communities have the capacity to develop, implement and sustain their own solutions to problems and improve their own health, wellbeing and resilience</p> <p>Identify and provide additional targeted activity for populations/ groups identified as having the highest risks of poorer outcomes</p>	<p>Reduced health and wellbeing inequalities</p> <p>People are doing more for themselves</p>	<p>Fewer people need support services</p> <p>People are accessing services earlier to manage risks</p>
Living well	<p>High quality services for everyone that are open and accessible</p> <p>The environment and community in which people live supports health, wellbeing, resilience and independence</p>	<p>Improved population health and wellbeing</p> <p>People are doing more for themselves</p>	<p>Fewer people need support services</p> <p>More people are accessing services for everyone</p>

Oldham Prevention Framework – Table 3: Framework Principles

Framework Principles

- Shared aim for people and places to be as happy, healthy, resilient and independent as possible
- Strengths-based - built around people not services
- Provide the right support at the right time – boundaries between levels are blurred
- People may be at any level or more than one level, at any time, and move between levels
- Work to purpose and outcome – not time or target driven
- Built on a shared system wide understanding of support available

Investment Principles

- Holistic investment in outcomes to achieve value – not the cheapest services
- Commission less, design more – working with communities
- Focus investment on prevention and demand reduction
- Seek to remove barriers to effective delivery

Residents First Principles

- Enable people to help themselves
- Residents know how to access support
- Provide holistic support to tackle the root causes of issues
- Trauma informed
- Whole family focus
- Coordinated support – not assessments and hand offs
- Proactive and curious professionals

Mapping Current Offer

- Identified the services offered at each level of the framework across the local system
- Including; target group, provider, commissioner, funding source, funding arrangement & contract / service value
- 200+ services/functions identified – some gaps so likely to be more!
- Used that data to consider where there are gaps or duplication, or aspects of the system which aren't working and the drivers for this

What's going on?	What do we offer?	
<p>Experiencing crisis or complex problems or challenges</p>	<p>Intensive support for complex needs e.g. youth services, vulnerable adults, domestic abuse, substance misuse treatment, end of life care, enablement & rehabilitation, homelessness</p> <p>Statutory services e.g. children's & adults' safeguarding, MASH, youth justice</p> <p>Crisis Response e.g. joint crisis response team, emergency services, foodbank, ABEN</p>	
<p>Experiencing problems or challenges</p>	<p>Bespoke/enhanced support e.g. maternity, 1 to 1 youth work, occupational health</p> <p>Specialist Advice & Representation e.g. mediation/dispute resolution, welfare rights, LAC</p> <p>Specialist support for specific problems/challenges e.g. NEET, missing from home, substance misuse, domiciliary care, residential homes, tenancy support, enablement & rehabilitation</p> <p>Coordinated support e.g. child in need, social prescribing, social care teams, changing futures</p>	
<p>Staying well (despite some risks or concerns)</p>	<p>Targeted offer within wider service e.g. debt, health visiting, SEND, youth services, leisure</p> <p>Targeted support for specific concerns/groups e.g. job seeking, asylum seekers & refugees, weight management, mental health, older people, warm homes</p> <p>Coordinated support e.g. team around the family, supported living</p>	
<p>Living well</p>	<p>Online offer e.g. information, general advice & signposting</p> <p>Open access facilities e.g. helpline, libraries, youth centres, parks, leisure centres, pharmacies</p> <p>Universal services e.g. health visiting, schools, policing, waste, GPs, housing allocations</p> <p>Community offer e.g. community led groups and activities, general advice & support</p>	

Advocacy;

VCFSE Infrastructure Support;

District Teams;

Community Centres;

VCFSE Grants / Funding;

Mapping Current Offer - Findings & Learning

- The mapping demonstrated the significant complexity in service offer and commissioning.
- There are a significant number of services supporting a preventative approach, and achieving positive outcomes for residents, however, it is challenging to make sense of the offer as whole.
- Specific issues arising out of the complexity include;
 - **More services and investment at complex end**, even where intention is prevention
 - **Less investment and capacity in Staying Well and Living Well** mean services are often ‘pulled’ towards more complex work due to demand and root causes remain unaddressed
 - **Commissioning is siloed** and piecemeal – filling ‘gaps’ or reducing capacity without understanding of pathways or contribution to shared outcomes
 - **Workforce** focus on providing support and dealing with problems rather than enabling people to address issues themselves and reducing need for support, not always a whole person / family approach
 - **Service landscape is difficult to navigate** or communicate (for residents and staff), lots of front doors and gateways, operational integration is not always effective and ICT systems not joined up
 - Recognition of **failure demand** within the system due to complexity of pathways, process and barriers to access, transitions also cause challenges (children’s to adults, step-down)

Prevention Framework – Priority Areas

The findings of the mapping work demonstrate there is still work to do to implement the framework, working through existing programme areas:

- **Increase awareness of Prevention Framework**
 - Framework document developed and shared widely through governance and via staff conference.
- **Pathway Mapping**
 - Priority areas for pathway mapping have been identified – recognising they are interconnected and that shifting the balance of investment into more upstream prevention will have an impact on demand reduction ambitions in other areas.
 - Initial focus has been around wellbeing support, in particular securing the Social Prescribing offer, next stage will be ensuring links are made between this and the Adult’s TOM and Children’s Early Help offer.
- **VCFSE Funding Review**
 - Identified current funding flowing in to the VCFSE sector from Council, alongside sustainability risks and gaps and developed recommendations for how this investment can best support strategic priorities
- **Strengthen Interface with Connected Programmes**
 - Management Board workshops have been held which have considered the interface of programmes across the scope of the Transformation Programme, including the role of the Prevention Framework
- **Service Directory**
 - To be developed as an enabler within the Transformation Programme
- **Strengths-based Working**
 - Develop a common methodology for delivery of strengths-based working within workforce across the system – this is built into the scope of the place-based integration workforce development programme which is currently underway