

Report to OVERVIEW AND SCRUTINY BOARD

Oldham Cares

Portfolio Holder:

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Purpose of the Report

As requested by the Overview and Scrutiny Board, the purpose of this report is to provide an update on Oldham Cares which came into being on 1st April 2018. This includes a description of the aims of Oldham Cares a summary of the change programmes and the utilisation of the £21.3million transformation fund which is available to Oldham.

Recommendations

Overview and Scrutiny Board to note the content of this report

Oldham Cares

1 Background

- 1.1 Oldham is a **co-operative borough** where everyone does their bit to create a confident, prosperous and ambitious place to live and work. As part of this approach, Oldham Cares brings together services from across the local authority, health partners and voluntary organisations into a single system to share knowledge, resources and skills to deliver a better health and social care experience for our residents. It aims to see the greatest and fastest possible improvement in the health and wellbeing of the borough's residents by 2020.
- 1.2 We have created a new **health and social care commissioning function** based at Ellen House by bringing staff together from Adult Social Care, MioCare and Pennine Care NHS Foundation Trust to work as one team under a single Managing Director – Mark Warren. Some children's services teams will also move towards integrated working. At neighbourhood level, teams, including primary care will work together in geographical clusters servicing populations of 50,000. There are 5 clusters in Oldham who have created limited companies led by a cluster chair (General Practitioner). There is a plan to include elected members in these leadership teams.
- 1.3 There is a newly established **Alliance Board**, with an independent chair, Sam Jones to include Action Together, Bridgewater Community Healthcare NHS Foundation Trust, First Choice Homes Oldham, gtd healthcare, IGP Care, Miocare Group, The Northern Care Alliance (Royal Oldham Hospital), Oldham Clinical Commissioning Group, Oldham General Practices (as represented by the 5 clusters), Pennine Care NHS Foundation Trust and Pennine MSK Partnership.
- 1.4 The **Outcomes Framework** for Oldham was agreed by the Health and Wellbeing Board in January 2018. The framework sets out a range of high level outcomes based on key changes planned over the next decade. It describes the priorities that the whole system will work together to deliver and will inform commissioning priorities and performance management. This is shown in Appendix A
- 1.5 In April 2017 a bid was submitted for £23.2m of **Greater Manchester Transformation Fund** monies to support the realisation of our ambitions. As outlined in Greater Manchester's Transformation Fund Investment Agreement with Oldham, a Central part of our plans are to increase the pace and scale of delivery of our Locality Plan which will improve care and close our forecasted financial gap of £71m. This was reduced to £21.3m on approval in late autumn 2017.

2 Current Position

- 2.1 Since November 2017, Oldham has had in place **an Investment Review and Assurance Process** to enable robust and fully costed transformation proposals to be developed within the Oldham allocation of £21.3 million. This process is summarized in Appendix B. This has accelerated in recent months in order to avoid losing overcommitted Greater Manchester funds. This report will outline the progress to date and the decision in July by the Commissioning Partnership Board to move into delivery phase 2018/19-2020/21. In return for investment from the transformation fund, programmes need to demonstrate a reduction in ED attendance and/ or hospital admission in order to reduce the anticipated financial gap in Oldham's required health and social care spend. The change programmes are described in detail in this next section covering;
- Thriving Communities
 - Start Well (Children avoidable admission project)

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- Mental Health
 - Integrated Community Services (Incorporating Urgent and Emergency Care and Extended primary care and Community Enablement).

2.2 Thriving Communities

This is for the allocation of £2.6m (over 3 years) for the development of;

- Insight – asset mapping, communities index, research, case data, outcomes
- Leadership and workforce – pledge, asset and placed based learning and implementation of approach
- Social action and infrastructure – social prescribing network, Social Action Fund, OLB projects, Fast Grants
- Thriving communities hub – a community entity to drive positive change and challenges system constraints

The recommendation of the Commissioning Partnership Board was to move to delivery, as successful delivery of the transformation to time, cost and quality appears highly likely. Thriving communities have no recurrent cost showing, as costs will only be incurred in proportion to the level of income that they can generate following the three year implementation programme. It should be noted that there are no hospital deflections allocated to this proposal over the three year period but the proposal strengthens Oldham's approach to community resilience and longer term health and social care system sustainability.

The Thriving Communities Business Case is supported by providers for the direction of travel, however, providers have challenged the level of enabler funding in this proposal and, therefore, it is recommended in this report that all enabler funding requested across the transformation programme is pooled to ensure coordination and best value from the transformation fund. The enabler budget will be managed collectively by the Oldham Cares Alliance Leadership Team with regular financial monitoring reports submitted to the Oldham Care's governance groups and boards

2.3 Start Well – Avoidable Admissions

The proposal aims to work with partners to support Oldham's parents and carers so that the wellbeing and chances of children and young people are enhanced. Integration of early years services and functions, targeted youth services, an early help service and MASH. The proposal has identified hospital deflections to the value of £1.5m against the transformation funding allocation of £0.9m;

- Paediatric advice and guidance to the community teams (including urgent care)
- Enhanced public health for families of children under 5 non urgent (universal services and GP same day appointments, pharmacy etc.)
- Enhanced specialist nurses to support review of CYP with LTC in GP's and working with education

The recommendation of the Commissioning Partnership Board Successful is that delivery appears probable and funding is to be allocated at the pilot stage. As constant attention will be needed to ensure risks do not materialise into major issues threatening delivery, pilots will be undertaken to ensure the evidence base is in place before roll out across Oldham. This rating is subject to receipt of Return on Investment information requested by Long Term Financial Planning members as part of the Investment Review and Assurance Process.

2.4 Mental Health is Central to Good Health

Mental Health have developed two options with the range between an investment of £1.8m for a two cluster model to £2.3m for a five cluster model with similar savings from deflections of £2.6m.

- Psychological medicine in primary care (Psychiatry, Psychology, Clinical lead, CBT, Practitioners and MH Nursing)
- Community MH liaison for older adults (increase knowledge in cluster teams, access to assessments, support to be at home longer)
- Mental Health and Wellbeing (links to GM public health strategy)

The recommendation of the Commissioning Partnership Board is that successful delivery appears feasible and funding is to be allocated at the pilot stage to ensure an evidence base, as significant issues have been highlighted relating to sustainability in funding requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun. This rating is subject to receipt of further information on what categories of non-elective activity will reduce as a result of the business case - as requested by Long Term Financial Planning Group members as part of the Investment Review and Assurance Process. The information for non-elective admissions appears resolvable at this stage and it will be piloted in two clusters.

2.5 Integrated Community Care

Initially there were separate work programmes for Core and Extended Primary Care, Urgent and Emergency Care and Community Enablement. However, there were significant overlap and interdependencies between the programmes. Therefore, the care model has been examined together. Key components include:

- Continuation of primary care streaming in A&E at ROH to identify patients who could be managed by primary care
- Creation of Urgent Care Hubs to manage primary care on the day demand and the patients streamed from A&E who could be managed by the clusters.
- Urgent / on the day response for integrated community care including rapid response vehicle, increased District Nurse capacity and extended community based IV services.
- Proactive and preventative intervention including the use of physiotherapist in primary care, review of community equipment and improvement to the pathway for frail elderly patients.
- Creation of integrated care co-ordinators across seven days to proactive manage at risk groups.
- Single point of access to enablement services and bring community and residential intermediate care and reablement together across Oldham but delivered in each cluster.

The conclusion of the Commissioning Partnership Board is that successful delivery of the transformation is in doubt with major risks to financial viability and stakeholder engagement. The care model seeks to strengthen integration and achieve Oldham's vision and outcomes framework for the people of Oldham, however, the recommendation is that the principle of the business case needs re-visiting as the current proposal for integrated community care is not financially viable and does not offer a desirable return on investment. Options are:

1. Identify existing recurrent funds to support the new service development
2. Explore other options of service delivery
3. Continue with the existing proposal with reduced costs to deliver a return on investment at a minimum 2:1 (present 0:1 to a maximum of 0.9-1). As part of these proposals, identify other financial benefits of integration such as procurement and removal of duplication.

Therefore, there is further work being undertaken before this workstream moves to delivery and an updated resource plan will be submitted to the Commissioning Partnership Board in October.

3 Key Issues for Overview and Scrutiny to Discuss

- 3.1 The Overview and Scrutiny Board is asked to discuss progress made by Oldham Cares and to consider if there is a specific area (s) which it would like to receive greater detail for an in depth challenge session.

4 Key Questions for Overview and Scrutiny to Consider

- 4.1 Is there sufficient challenge within the governance structure of Oldham Cares?
- 4.2 How do you wish to be kept informed of progress on our transformation journey?

5. Links to Corporate Outcomes

- 5.1 The Oldham Plan sets out the longer term Vision for the Borough. It contains the Oldham Model which has three key change platforms being Inclusive Economy, Thriving Communities and Co-operative Services with associated and ambitious priorities; which are included in the transformation programmes.

6 Consultation

- 6.1 These are times of great change and there will be many questions to answer. Oldham Cares will only succeed with the active participation of both the public and our workforce. A new dedicated website was launched at the beginning of August which coincides with a number of launch events including the Big Conversation for public engagement scheduled to continue until October 2018.

7 Appendices

- 7.1 Appendix 1 – Oldham Outcomes Framework
Appendix 2 – Oldham Cares Governance Structure