

Bury Health and Wellbeing Board

Title of the Report	Greater Manchester Working Well Early Help Programme: towards a population approach to work and health
Date	23 November 2017
Contact Officer	Tracey Flynn
HWB Lead in this area	Lesley Jones

1. Executive Summary

Is this report for?	Information	Discussion <input type="checkbox"/>	Decision <input checked="" type="checkbox"/>
Why is this report being brought to the Board?	GM Working Well Early Help (whole population) is currently in the design stage.	This report is brought to the Health and Well Being Board seeking support and sign off for Bury to participate in the programme and to nominate Board representatives to form part of a local driver group to support implementation.	
Please detail which, if any, of the Joint Health and Wellbeing Strategy priorities the report relates to. (See attached Strategy) www.theburydirectory.co.uk/healthandwellbeingboard	Priority 2 & 3		
Please detail which, if any, of the Joint Strategic Needs Assessment priorities the report relates to. (See attached JSNA) http://jsna.theburydirectory.co.uk/kb5/bury/jsna/home.page	Work and Welfare		
Key Actions for the Health and Wellbeing Board to address – what action is needed from the Board and its members? Please state recommendations for action.	Approval for Bury to participate in the programme. Identify leads from within CCG/primary care; public health; work and skills to support local implementation		
What requirement is there for internal or	This programme should be		

external communication around this area?	supported via communication channels internally with Health colleagues and practitioners. Externally to ensure eligible Bury residents and businesses can access the support available.
Assurance and tracking process – Has the report been considered at any other committee meeting of the Council/meeting of the CCG Board/other stakeholders....please provide details.	This activity has been considered, developed and approved via the GMCA Greater Manchester Health and Social Care Strategic Partnership Board. Further sign off is required from Bury CCG.

2. Introduction / Background

The purpose of this report is to generate support and H & WBB sign off for the development of an integrated work and health system for GM.

It is recognised that there is a co-dependant relationship between health and work: good quality work is good for health. Economic growth and increased productivity relies on a healthy, skilled workforce.

The Greater Manchester Skills Strategy identifies integration of health commissioning with work and skills support as an objective and the Greater Manchester Population Health Plan as made employment a key priority within the 'Living Well' theme.

The current Working Well programme has demonstrated that Greater Manchester is able to successfully design and manage innovative approaches to addressing worklessness and poor health through locally commissioned services.

Greater Manchester now has an opportunity to expand the Working Well model, building upon the foundations and relationships that are now in place to create a transformational Working Well health and employment system.

The diagram below illustrates the ambition of the programme across the entire employment life-cycle.

Towards a Greater Manchester Working Well System

A whole population approach to Health, Skills and Employment

Care and Support	Work and Health Programmes	Early Help	In Work
<ul style="list-style-type: none"> Complex and enduring health conditions or disability. Support for employability, meaningful activity, volunteering and wellbeing 	<ul style="list-style-type: none"> Support for longer-term unemployed with health conditions or disability to find and sustain work 	<ul style="list-style-type: none"> Employees with health issues at risk of falling out of labour market. Support SME's & Self Employed Newly unemployed with health issues 	<ul style="list-style-type: none"> GM Good Employer Charter Public Service Leadership Social Value through procurement Modernising Employee Assistance/Occupational Health
Developing	Programme in place (GM Working Well)	Go Live November 2018	Developing

Focus: develop an effective early intervention service to all GM residents with health conditions, who are at risk of falling out of employment, or are newly unemployed, under the brand 'GM Working Well Early Help'



Greater Manchester Health and Social Care Partnership

This report refers to the first two pillars in the diagram: Working Well – in Work and Working Well – Early Help.

Working Well (In Work)

This objective is to facilitate healthy GM work places, supporting employers and employees to reduce sickness absence and increase productivity. Bury Council have already recognised and invested capacity in this area through a dedicated Health and Employment post funded via Public Health.

Working Well (Early Help)

The objective is to create a system that efficiently and effectively supports workers to retain and/or return to employment when suffering from poor health or disability. This will reduce the flow of people leaving work and moving onto out-of-work benefits. It will also support those who have made a claim to access support quickly in order to return to work.

The model will primarily be designed for GM residents who work for small and medium sized enterprises (SME's), or are self employed, and have no access to occupational or employee health support.

General Practitioners will be the key partner in this work as one of the primary referral triggers will be at the point of issue of Fit Note.

A full description has been attached at Appendix One.

3. key issues for the Board to Consider

To support and sign off Bury officers to establish a local implementation team, which will have representation from the CCG, projects leads (Bury Council Economic Development Team) and other local partners. A lead GP will need to be identified and discussions are underway.

Bury Council has an excellent track record of engaging with local businesses through the Bury Council Business Engagement Strategy. A solid foundation is established to roll out this activity.

4. Recommendations for action

Formal approval for Bury to participate in the programme from the Board.

Identify leads from within CCG/primary care; public health; work and skills to support local implementation.

5. Financial and legal implications (if any)

If necessary please seek advice from the Council Monitoring Officer Jayne Hammond (J.M.Hammond@bury.gov.uk) or Section 151 Officer Steve Kenyon (S.Kenyon@bury.gov.uk).

There are no financial contributions required to support this activity other than Council resources via lead officers.

6. Equality/Diversity Implications. Please attach the completed Equality and Analysis Form if required.

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Date: **03 November 2017**

ANNEX 1 – GM Working Well Early Help Project Brief



GM Working Well ‘Early Help’ Programme Overview Briefing October 2017

Greater Manchester Context

Greater Manchester faces a challenge in terms of the number of people with long-term health conditions in employment – some 59% as compared to 65% in the rest of England. In Greater Manchester there are **236,400** people out of work and claiming benefits - more than the total population of Bury, or Rochdale. Of these, 64%, or **150,800** people, are claiming as a result of a health condition.

GM recognises that there is a co-dependent relationship between health and work: good quality work supports good health, and economic growth relies on a healthy, productive workforce. To this end the GM Combined Authority and GM Health and Social Care Partnership leadership have agreed to develop a joint programme to provide:

1. An effective early intervention system available to all GM residents in work who become ill and risk falling out of the labour market, or are newly unemployed due to health issues
2. Better support for the diverse range of people who are long-term economically inactive to prepare for, find and keep work
3. Development to enable GM employers to provide ‘good work’, and for people to stay healthy and productive in work

We have a strong track record of GM commissioned support to people long-term out of work with health conditions through the GM Working Well Programme, which we ‘co-commission’ with DWP via previous devolution agreements.

Greater Manchester is now developing a whole population approach to people of working age in GM, and building on the Working Well brand, are prioritising the development of **‘GM Working Well - Early Help’ – to design and test an early intervention service to people with health conditions, who are at risk of falling out of employment, or are newly unemployed.**

Why is this needed?

- No effective or systematic early intervention pathway to prevent people with health conditions falling out of work
- 98% of GM Employers are small/medium-sized enterprises or self-employed, covering over 50% of the working GM population. They have little or no access to occupational health/ Employee Health & Wellbeing support

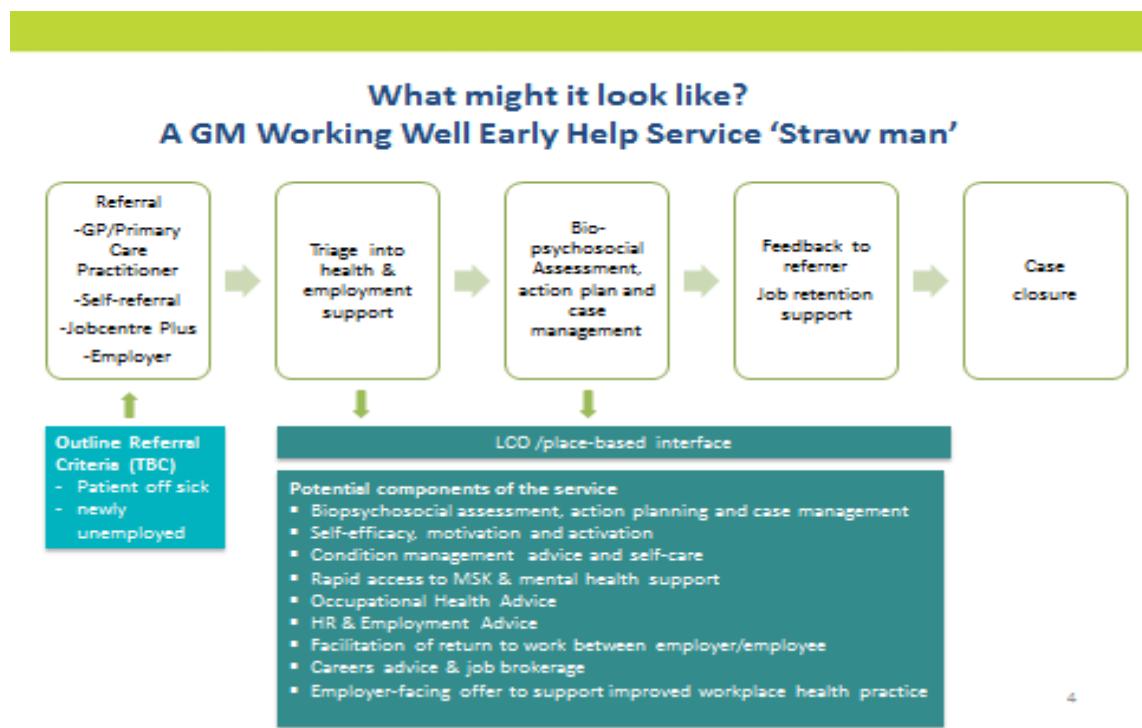
- The NHS struggles to respond rapidly to the needs of those in work, and the Fit note system can be ineffective from both GP and employer perspective.
- Increasing number of people living with long-term conditions and raising of retirement age.
- National Fit For Work Service not effectively meeting local need – GM can do this better locally

Proposed objectives

- Reduce the number of days lost to sickness absence for those in employment
- Prevent GM residents with health conditions from leaving the labour market
- Support businesses to retain employees and better manage health in the workplace
- Reduce time spent by clinicians on non-clinical work in primary care
- Support newly unemployed people with health conditions to access an enhanced health support offer to facilitate an early return to work

What might this look like?

This service will need to work for individuals, GPs / primary care, and employers. It also needs to fit with local models of support and pathways of care within individual boroughs who participate. We therefore want to co-design this service with all key partners. We will be running a range of sessions during the Autumn focusing on getting the design right, and have developed a 'straw man' to build on.



Funding, scale and evaluation

A mixed model of GM public service investment is proposed including NHS Transformation Fund and Reform Investment Funds. The indicative investment total is c. £8500m to test a service for three years; delivering to a potential 11,000 people in work but at risk, and 3500 newly unemployed. A robust evaluation framework, including sustainability modelling, is under development led by GM Research and Intelligence (New Economy) with support from Manchester Metropolitan University.

Leadership and Governance

A GM Health and Employment Programme Board has been established to provide specific focus and drive to this work. The Board is chaired by Theresa Grant, CEX Lead for Work and Skills within the GMCA. Jon Rouse takes the leadership role for the GM Health and Social Care Partnership on the Board, supported by Sarah Price, Director of Population Health and Commissioning. Representatives from the GM Provider Federation Board, Voluntary Sector, and Association of CCGs also attend. A Programme Team within the GM Population Health Plan is leading the development of the programme, alongside officers from the GMCA.

Outline Timeframes

Detailed service design; Literature & evidence review, evaluation development	Jul-Nov '17
Joint Investment bids and procurement options appraisal	Dec '17
Procurement	Jan '17
Service commences to 2021/2	Nov '18

Further Information:

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