

Transforming Health and Social Care

Bury's Locality Plan

Health and Wellbeing Board

September 2018

**MAKING
CHANGE
FOR A
BETTER
BURY**

Locality Plan

Locality Plan:

- A new transformational model, underpinned by a series of transformation programmes:
 - Enabling local people
 - Giving every child the best start in life
 - Keeping Bury well
 - Transforming mental health
 - Transforming urgent and emergency care
 - Transforming primary, community and social care
- Creation of a locality care alliance – Together 4 Bury: a partnership of local provider organisations, working together to transform how services are delivered, improving outcomes, increasing efficiency and reducing demand
- Creation of a single health and care commissioning function – One Commissioning Organisation: with a focus on commissioning outcome focussed integrated health and care services

MAKING
CHANGE
FOR A
BETTER
BURY

Transformation Programmes

Programme Title	Programme Summary
Enabling Local People	Reconfiguring the Health and Social Care system to enable local people to become more active participants in their health and the health of those around them.
Giving Every Child the Best Start in Life	Transforming the way in which Children and Young People are supported, focusing on prevention and early Intervention, and increasing the support available to parents and schools to ensure all children are supported to fulfil their potential.
Keeping Bury Well	Supporting people in Bury to live well, for longer by preventing or delaying the onset of the Long Term Conditions that have the greatest impact on Bury's population e.g. Hypertension, Cancer, Chronic Kidney Disease etc.
Transforming Mental Health	Implementing a new strategy that focuses on enabling prevention, early intervention and peer support in a Neighbourhood setting and ensuring that specialist Mental Health services are available for those who need them, and are accessible in a range of settings, including General Practice.
Transforming Emergency Care	Developing a multi-agency emergency care response which brings together Primary Care, Social Care, Acute Care and the Voluntary & Community Sector, into a single coherent 'offer'.
Transforming Primary, Community & Social Care	Providing a coherent, credible care and support offer in the community to enable a shift from statutory services. This programme will focus on the development of Integrated Neighbourhood Teams, the intermediate care tier and building on the existing General Practice offer.

**MAKING
CHANGE
FOR A
BETTER
BURY**

Transformation Programmes

- Programme refresh completed: revised project and resource plans, return on investment modelling, risk and issue logs developed
- Project level investment agreement agreed for majority of programmes:
 - Agreements set out what each project will deliver and when, the impact and funding requirement to deliver the project
 - Reviewed by a multi-disciplinary scrutiny panel from across health and care partner organisations
 - Agreed by Transformation Programme Board (TPB)
- Transformation fund monies earmarked to programmes linked to investment agreements. Ongoing release of monies conditional upon programme delivery, monitored by TPB
- Final investment agreements (Transforming Primary, Community and Social Care) to be finalised and considered by TPB during Q3 2018/19

Enabling Local People

What we are going to do?

- This programme is being developed and delivered by Bury Council and the Voluntary, Community and Faith Alliance (VCFA) and VCF sector. The focus of 'Enabling Local People' is to achieve real behaviour change within our neighbourhoods and to deliver a sustainable legacy where communities are empowered to develop solutions to the issues that matter most to them. We will put local people, the VCFA, local partners and businesses at the heart of what we do and empower them to help shape and deliver the outcomes identified within the programme.
- This programme will underpin the prevention agenda by providing essential behaviour change support and actively signposting residents to local support and interventions most applicable to them (this will include the wider determinants of health, including loneliness, low level mental health, debt, benefits, housing, education and employment).
- Projects within this programme include a new community engagement framework, developing the Bury Directory, introducing 'One community', low level wellbeing assessment, social prescribing, support for carers, volunteering strategy and people powered health interventions.

Intended Outcomes to be delivered?

- Empower local people to shape decisions, services and support in their local area
- Empower local people to deliver and lead local services and support
- Support residents to take an active role in managing their and others health and wellbeing with confidence
- Connect residents to local, universal and community services and support; including 24/7 digital offer
- Identify carers earlier and support them, via universal services, to maintain their caring capacity; their own health and wellbeing and that of other carers

Next steps

- Recruitment
- Engagement and networking events
- Launch of the Bury Directory, One Community and the Quality of Life Wheel
- Implementation of community led action groups
- Marketing

**MAKING
CHANGE
FOR A
BETTER
BURY**

Giving Every Child the Best Start in Life

What we are going to do?

- There are two distinct elements to this programme:
- Looked After Children Theme – The goal is to reduce the number of LAC and the associated cost of placements through:
 - An increased uptake of permanency options for children and young people who become looked after
 - Reduced reliance on independent fostering agencies and residential placements as more children and young people are placed with Bury's own fostering families or with hosts providing supported lodgings
 - A reduction in the number of children and young people entering care and an increase in the number stepped down as families are supported to resolve the breakdown of parenting relationships.
- Early Help Theme – The goal is to deliver an enhanced and integrated early help offer through:
 - The establishment of the Early Help Hub
 - The setting up of five neighbourhood teams to deliver an integrated early help offer
 - The delivery of training in restorative practices.

Intended Outcomes to be delivered?

- A reduction in the number of Looked after Children by 8% relative to the 2016/17 baseline
- A reduction in statutory safeguarding activity (Children in Need and subject to Child Protection) by 5% relative to the 2016/17 baseline

Next steps

- May 2018 - Investment Agreement signed
- June 2018-Dec 2018 - Detailed design/consultation phase
- January 2019 – Implementation begins.

**MAKING
CHANGE
FOR A
BETTER
BURY**

Keeping Bury Well

What we are going to do?

- This programme seeks to target those at high risk or early diagnosis of a long term condition whilst also being pivotal to boosting the impact of our overall 'Keeping Bury Well' strategy and local delivery of the GM population health plan and helping to ensure a sustainable health and social care system for the future.
- **Scale up Find and Treat:** Investing in a scaled up 'find and treat' programme in primary care to find the missing thousands and ensure everyone is optimally managed to prevent/ slow further disease progression.
- **Integrated Wellness Model:** Preventing and managing long term conditions is through health related behaviour change. We wish to significantly expand the reach of the wellness service and develop it as part of the proposed Greater Manchester 3 tier model.
- **Workplace Health:** People of working age are those who are most at risk of developing long term conditions. Workplaces therefore offer the ideal environment through which to support people to live healthier lives. There is massive potential to achieve greater impact in this area.
- **Falls & Fragility Prevention and Management:** We have been working on whole pathway redesign to embed the prevention, identification and treatment of osteoporosis, fragility and falls as a core priority within our reformed systems.

Intended Outcomes to be delivered?

- The key outcome of this programme is that 'All people of Bury live healthier, resilient lives and have ownership of their health and wellbeing'. This is measured through the following outcome indicators:
 - Life expectancy at birth
 - Healthy life expectancy
 - Self-reported wellbeing

Next steps

- Integrated wellness service live 3 months following funding approval due to recruitment.
- Workplace Health service live 3 months following funding approval due to recruitment.
- Falls, fragility and bone health – due to the 5 elements of this project all milestones can be found in the workbook
- Find and Treat – elements within general practice can commence from day one other areas require further design scoping over the next 6 months.

**MAKING
CHANGE
FOR A
BETTER
BURY**

Transforming Urgent Care

What we are going to do?

- Deliver the following schemes:
 - **NWAS Community Paramedic Green Car** – to provide a see and treat and connect response to lower acuity 999 calls. 7 days a week, 08.00 – 20.00
 - **Integrated Virtual Clinical Hub (IVCH)** – Bury local alternative to 111 delivered by BARDOC which will assess patients and where required book directly into Extended Working Hours GP appointments or Out of Hours GP services
 - **Primary Care Streaming** – GP led streaming at A&E [will be superseded by the Urgent Treatment Centre]
 - **Urgent Treatment Centre [UTC]** - A Primary Care led facility located at Fairfield Hospital which will provide a timely service for patients presenting with minor illnesses and injuries and onward referral where required. 7 days a week, 08.00 – 20.00. Phase 1 will be delivered as a partnership between PAHT, BARDOC and Bury GP Federation
 - This programme is also looking at the urgent care element of the Health & Social Care Hubs working with the East sector to develop a model.

Intended Outcomes to be delivered?

- Key outcomes of this programme :
 - Better patient experience – providing the right care in a timely way and in the right place;
 - Enabling more people to be treated and cared for at home and / or in community settings avoiding unnecessary A&E attendance and emergency hospital admissions ;
 - Better integration of urgent care services;
 - A reduction in pressure on the FGH A&E department - improving waiting times and patient flow in the hospital

Next steps

- **Green Car** – Went live 12 hours a day, 7 days a week on 1st Aug 2018
- **IVCH** – Went live 1st September 2018
- **Primary Care Streaming** – Currently operational in the evenings and weekends but will be superseded by the Urgent Treatment Centre when it launches to transfer to UTC
- **Urgent Treatment Centre** – Phase 1 will go live at the end of October 2018

**MAKING
CHANGE
FOR A
BETTER
BURY**

Transforming Primary, Community and Social Care

What we are going to do?

- This programme seeks to reset and transform the out of hospital offer across primary, community and social care. This will be delivered via integrated neighbourhood teams and intermediate care, both working dynamically to develop a fresh view of person centred, multi-disciplinary care. The key principles of the programme are:

- Home is the preferred setting of care for the people of Bury
- People will get the right support in the right place at the right time
- Care is commissioned around the person
- The health & care system will work together in an integrated way
- Individual care pathway flow is optimised across Bury
- Trusted Assessor

- Integrated neighbourhood teams will be expected to work seamlessly with other interventions which focus on the wider determinants of health to ensure a fully person centred approach which thinks individual, family and community.

Intended Outcomes to be delivered?

- The key outcome of this programme is to create a person-centred approach to care and support that improves outcomes and customers/services users stake in their own wellbeing. In addition, this programme will use an outcome based accountability approach, outcomes will also be person centred and focused on improving the experience and outcomes at an individual community level and avoids duplication whilst reducing demand.

Next steps

Integrated Neighbourhood Teams and the Intermediate care tier:

- September 2018: Detailed design work
- October 2018: Early adopters in operation
- March 2019: Evaluation
- April 2019: Full roll out

**MAKING
CHANGE
FOR A
BETTER
BURY**

Together 4 Bury

The work plan for Together 4 Bury details the following 3 themes to be actioned over the next 3 months:

- Governance
 - Establishing a management team
 - Confirming in scope services
 - Preparing for contracting round and winter planning
- System/Target operating model
 - Articulating the model
 - Review current components of the model of care
 - Reviewing GM requirements
- Development of the neighbourhood model
 - Vision workshops
 - Agreeing standard operating model
 - Refresh of delivery plans

MAKING
CHANGE
FOR A
BETTER
BURY

One Commissioning Organisation

- Partnership Board meetings held monthly supported by regular development sessions
- Council and CCG Joint Executive meetings held fortnightly
- Year 1 business plan agreed and implementation commenced. Plan comprises 5 priority activities:
 - Develop and implement a target operating model
 - Produce joint commissioning strategy, plans and approaches
 - Establish joint financial planning and reporting mechanisms
 - Establish 'business as usual' risk and quality assurance frameworks and processes
 - Staff development and engagement

Keeping HWB Updated

- The implementation of Bury's Locality Plan is overseen by the Transformation Programme Board, which is accountable to the Health and Wellbeing Board
- It is proposed that this accountability is facilitated by:
 - A Transformation Programme Board Chairs' report to each meeting, summarising items considered by and agreements made at meetings of the programme board
 - A focus on a particular transformation programme at each Health and Wellbeing Board, in accordance with a forward plan. Health and Wellbeing Board to determine that forward plan