

Health and Social Care Commissioning in Salford

Integrated Commissioning Annual Plan 2022-23

Start well.
Live well.
Age well.

OUR SALFORD



Salford Health and Social Care Commissioning - Plan on a Page 2022-23 DRAFT

SALFORD LOCALITY PLAN	Vision	<p>Salford is a place where everyone can enjoy the best opportunities that Salford has to offer.</p> <p>People in Salford will get the best start in life, will go on to have a fulfilling and productive adulthood, will be able to manage their health well into their older age and die in a dignified manner in a setting of their choosing.</p> <p>People across Salford will experience health on a parallel with the current 'best' in Greater Manchester (GM), and the gaps between communities will be narrower than they have ever been before.</p>						
	Priorities	<p>Starting Well</p> <p>Children in Salford will have the Best Early Start.</p> <p>Children and Young People will Develop Well in Salford.</p>	<p>Living Well</p> <p>People will value being and feeling well in Salford.</p> <p>Carers in Salford will be supported to be and feel well.</p>	<p>Ageing Well</p> <p>People in Salford will live independent Active Older Age.</p> <p>Salford offers best care for Later life and Dying well.</p>	<p>Places, Communities and Neighbourhoods</p> <p>Salford places will promote health and wellbeing.</p> <p>Communities and Neighbourhoods in Salford will promote health and wellbeing.</p>	<p>Enablers</p> <p>Partners in Salford will Enable Transformation.</p> <p>We will work together to Deliver our Locality Plan.</p>		
INTEGRATED COMMISSIONING PLAN	Our Values	Collaborate	Innovate	Integrity	Pride	Passion	People	Personal Responsibility
	Strategic Aims and Programmes	<p>High quality, person-centred care for all - we put Salford people at the heart of everything we do</p>						
	<p>Further details about the aims and programmes outlined here can be found in Salford's Integrated Commissioning Annual Plan 2021-22</p>	<p>Children's and Maternity Services</p> <p><i>We want all children and young people in Salford to achieve their potential.</i></p>	<p>Adult Services</p> <p><i>We want all adults in Salford to live independent, fulfilling and productive lives which will help them to manage their own health and wellbeing and ensure a healthy life expectancy. For those that need care and help, we want them to feel confident that their care is compassionate, of high quality and meets their needs.</i></p>	<p>All Age Mental Health</p> <p><i>We want Salford to be a city where good mental health, a good start in life, a family approach to mental wellbeing, the ability to adapt and manage adversity and recognition of the wider factors affecting mental health are supported throughout the life course; from preparing for a new baby, into adulthood and throughout older age.</i></p>	<p>Primary Care</p> <p><i>We want primary medical services in Salford to continue reducing inequalities across the city and meeting the needs of the diverse, growing and changing population.</i></p>	<p>Quality, Safety, Innovation and Research</p> <p><i>We want to be the safest health and social care system in the country.</i></p>	<p>Enabling Transformation</p> <p><i>We want to deliver 'outstanding' corporate services, through highly skilled and motivated staff, that enable the delivery of new models of care, high quality outcomes, social value and financial benefits.</i></p>	
STRATEGIC PROGRAMMES	<p>Children's Care</p> <p>Children's Health</p> <p>Children's Mental Health</p> <p>Children's Public Health</p>	<p>Adults Social Care</p> <p>Adults Care Pathways</p> <p>Adults Community Health Care & Voluntary, Community and Social Enterprise (VCSE)</p> <p>Adults Public Health</p> <p>Urgent Care Services</p> <p>Elective Care</p> <p>Adults Mental Health</p> <p>Mental Health Crisis and Hospital to Home</p> <p>Improving Access to Psychological Therapies (IAPT)</p>	<p>Adults Mental Health</p> <p>Children's Mental Health</p> <p>Mental Health Crisis and Hospital to Home</p> <p>Improving Access to Psychological Therapies (IAPT)</p>	<p>Primary Care Digital</p> <p>Primary Care Estates</p> <p>Primary Care Reducing Variation and Inequalities</p> <p>Primary Care Transformation</p> <p>Primary Care Workforce</p>	<p>Safeguarding</p> <p>Quality</p> <p>Safer Salford</p> <p>Medicines Optimisation</p> <p>Continuing Health Care / Funded Nursing Care</p> <p>Innovation and Research</p>	<p>Statutory duties, Governance and Policy</p> <p>Financial Management</p> <p>Strategic Planning and Risk</p> <p>Contracting</p> <p>Estates</p> <p>Information Management and Technology (IM&T)</p> <p>Engagement, Inclusion and Development, HR and Social Value</p> <p>Integrated Care System (ICS)</p>		



Adult Services

Executive Lead	Karen Proctor; Charlotte Ramsden	Lead Member	Cllr. John Merry
Joint Chairs	Cllr. John Merry; Dr. Jeremy Tankel	Clinical Lead	Tom Regan

We want all adults in Salford to live independent, fulfilling and productive lives which will help them to manage their own health and wellbeing and ensure a healthy life expectancy. For those that need care and help, we want them to feel confident that their care is compassionate, of high quality and meets their needs.

Strategic Programme	Draft 2022-23 Actions
Adults Social Care	Develop commissioning standards for technology enabled care
	Implement the business plan, review the service model and undertake improvement programme with the Independent Living Service (NEW)
	Place Holder: a more detailed work plan for ASC is currently being developed (NEW)
Adults Care Pathway	Evaluate impact of investment in 24/7 integrated End of Life Care specification
	Work with Salford Care Organisation and Neuro Integrated Delivery Network to support the implementation of the single Greater Manchester inpatient neurorehabilitation service
	Agree a plan relating to the review of provision at The Maples
	Confirm the long term commissioning arrangements for Oviva Diabetes Support from April 2023 in light of the Greater Manchester evaluation of structured education due in summer 2022 (NEW)
	Amend the service specification for the Anti-Coagulation service in the light of self-testing and direct oral anticoagulants (DOACs), in light of PCN DES targets
	Evaluate capacity and resources for End of Life Care, including reviews of the care home facilitators service palliative care counselling service

Strategic Programme	Draft 2022-23 Actions
	<p>As a result of legislative changes to the Medical Certificate of Cause of Death (MCCD), work with GP practices to communicate, implement and monitor changes (NEW)</p> <p>Working with partners increase uptake of the Diabetes Prevention Programme in Salford (NEW – PG)</p> <p>Working with partners increase uptake of lifestyle services including low calorie diets, Digital Weight Management Programme and digitally supported self-management services in Salford (NEW – PG)</p>
Adults Community Health Care & Voluntary, Community and Social Enterprise (VCSE)	<p>System partners to review, clarify responsibilities/scope/remit and re-invigorate the approach to neighbourhood leadership to build, improve and further develop integrated neighbourhood delivery (Locality wide workstream) (NEW)</p> <p>Work with Salford City Council colleagues to ensure there is clarity around the various separate specifications within the CVS contract for 2023/24 and beyond</p> <p>Work with colleagues to understand if a review of community cardiology services (e.g. Heart Failure, Rapid Access Chest Pain Clinic (RACPC)) is required</p> <p>Develop agreed programme of service improvement of the services delivered by Aspire</p> <p>Confirm commissioning arrangements for Salford's oximetry@home service</p> <p>Confirm commissioning arrangements for Salford's community COVID services</p> <p>Oversee the Third Sector fund (NEW)</p> <p>Support the implementation, measurement and further development of Tier 1 Community Diagnostic Centres for Salford (NEW)</p>
Adults Public Health	<p>Develop an equity based Public Health Outcomes Framework (PHOC) with Salford Community Leisure (SCL) for their community-based delivery</p> <p>Oversee a strategic review of SCL Public Health commissioned services</p> <p>Publish and implement Salford Physical Activity Framework</p> <p>Sustain the CURE model and implement the GM service Specification and regular performance monitoring</p> <p>Set up a task and finish group to navigate the Sexual Health service (SHS) recommissioning process or to improve the existing SHS contract for the extension period, once the approach has been agreed (NEW)</p> <p>Navigate the recommissioning process for substance misuse services and agree service specification improvements and timescales (NEW)</p>

Strategic Programme	Draft 2022-23 Actions
	Set up a working group to develop an inclusive Communications and Engagement plan that supports Public Health agendas especially related to risk taking behaviours, using behavioural insights approaches (NEW)
	Further develop the Public Health Engagement and Inclusion network of community organisations and leaders to enable ongoing two-way dialogue with underserved communities around health inequalities (NEW)
	Develop and implement the approach for a strengths and asset-based JSSNA (Joint Strategic Strengths and Needs Assessment)
	Develop joint working with Specialist Welfare Rights and Debt Advice service to tackle health inequalities and triangulate data from across council services for the JSSNA (NEW)
	Develop a whole system approach to reduce smoking prevalence in Salford including relaunching the tobacco harms group and strategy development
	Management of Health Care Associated Infection: Monitor C. difficile and methicillin-resistant Staphylococcus aureus (MRSA) rates and develop work programmes to support the maintenance or possible reduction in rates.
	Management of Health Care Associated Infection: Work across the health and social care system to support the reduction of Escherichia coli (E. coli) rates.
	Commission and implement a population health focused, age well service that supports the WHO's (World Health Organisation) Age Friendly City model
	Establish governance and oversight arrangements and agree a system-wide falls prevention programme (NEW)
	Develop a system wide approach to social prescribing in Salford
	Work with the Primary Care Networks (PCNs) and neighbourhoods to agree and implement the public health and development plan
	Develop the prioritisation process for annual JSSNA and wider intelligence programme to also inform engagement and inclusion activities
	Support Salford Lung Health Check Programme
	Lead the COVID response and recovery into BAU infectious disease control working across council, NHS and wider partners, dealing with surges and outbreaks
	Develop All Age Obesity Strategy encompassing food, physical activity and place interventions
	Undertake community campaigns for public health and wellbeing building on the Five Ways to Wellbeing, Healthy Living

Strategic Programme	Draft 2022-23 Actions
	<p>Pharmacies, and the mental health champions work of Partners in Salford (NEW)</p> <p>Finalise the cancer JSSNA and build on assets for cancer and CVD prevention linked to PCN / neighbourhoods (NEW)</p> <p>Expand the Programme of COVID risk health checks, workplace health, and uptake of NHS Health checks (NEW)</p> <p>Deliver the Health Improvement Service contract as a whole with particular focus on the re-establishment of the community development function and expansion of the emotional wellbeing service offer (NEW)</p> <p>Deliver the Community Vaccination Champion grant Programme (NEW)</p> <p>Continue to lead the Community Outreach and Wellbeing response to COVID recovery, including the provision of outreach and engagement, supporting vaccination amongst at risk groups, and Long Covid recovery support (NEW)</p> <p>Ensure the successful delivery of the PHE Enhanced Adult Weight Management service (NEW)</p> <p>Expand the current Covid Risk Health Check offer to encompass a holistic Workplace Wellbeing service offer (NEW)</p> <p>Continue to work with SRFT and Adult Social Care to develop the Community Led Support and Wellbeing pathway within hospital discharge and within neighbourhoods (Locality wide workstream) (NEW)</p> <p>Improve uptake in the COVID vaccination and reducing inequalities, roll out additional boosters and surges in line with national guidance (NEW - PG)</p> <p>Develop recovery plan for NHS public health screening and routine immunisations using lessons learn from COVID reducing inequalities (NEW - PG)</p> <p>Develop Public health inequalities strategy to support the recovery plan and other PH plans (NEW - PG)</p> <p>Lead JSSNA process that contributes to population health management (NEW - PG)</p> <p>Deliver further analytics capability for NHS data and PCN data for segmentation and risk stratification (NEW - PG)</p> <p>Place marker: Add action about what we will do with data and who will lead it (NEW PG)</p> <p>We will work with partners for a whole system response to the planning guidance requirements and especially work with the PCNs on the Salford Standard and wider population health developments.</p> <p>Planning guidance requirements:</p>

Strategic Programme	Draft 2022-23 Actions
	<ul style="list-style-type: none"> • Develop robust plans for the prevention of ill-health, led by a nominated senior responsible officer (SRO). These plans should reflect the primary and secondary prevention deliverables as outlined in the NHS Long Term Plan, and the key local priorities agreed by the ICS. Plans should set out how system allocations will be deployed to: • Progress against the NHS Long Term Plan high impact actions to support respiratory, stroke and cardiac care, implementing new models of care and rehabilitation, including remote and digital models, and increasing respiratory, hypertension, atrial fibrillation and high cholesterol detection and monitoring/control to pre-pandemic levels.
Urgent Care Services	<p>Undertake and report on a second evaluation of EPiC24 pilot model by September 2022 and facilitate a commissioning decision for 23/24 onwards</p> <p>Maintain accreditation with UTC standards and consider impact of changes to use of CCG extended access monies on financial sustainability of EPiC24 model (NEW)</p> <p>Facilitate agreement of strategic intent regarding the transfer of delivery of extended access from EPiC24 model to PCNs and facilitate transfer where PCNs have indicated an intention to directly deliver and demonstrate readiness (NEW)</p> <p>Facilitate the transfer of CCG extended access to PCN delivery (or sub-contracting) under the Network DES Enhanced Access service offer from October 2022.</p> <p>Review access to Acute Paediatric Services i.e. Paediatric Assessment and Decision Area (PANDA) Unit provision and paediatric inpatient and surgical beds</p> <p>Work with system partners to establish robust monitoring for and reduction of community service waiting lists (NEW – PG)</p> <p>Work with system partners to roll out virtual wards in line with national expectations (NEW – PG)</p> <p>Work with system partners to design, plan for and commission Anticipatory Care services in line with the forthcoming national operating model for Anticipatory Care (NEW – PG)</p> <p>Work with GM and NCA/GMMH to promote and understand use of digital treatment solutions as per digital plan (NEW – PG)</p> <p>Consider the requirement to deliver radical improvements in quality and availability against national data requirements and clinical standards, including the priority areas of urgent care response and musculoskeletal (MSK), developing and implementing an action plan as appropriate (NEW – PG)</p> <p>Identify and agree 10 additional discharge to assess beds (on top of the existing 60 beds at Bevan Unit) to help facilitate discharge from hospital. Maintain flexibility within the Community bed base (Locality wide workstream) (NEW – PG)</p>

Strategic Programme	Draft 2022-23 Actions
	<p>Work with Salford Care Organisation to agree and monitor a benefits realisation plan for the hospital discharge Homefirst investment (Locality wide workstream) (NEW)</p> <p>Continue to monitor the two hour community response and work to the agreed specification and implementation programme (NEW – PG)</p> <p>Work with Salford Care Organisation to agree and monitor a benefits realisation plan for the Urgent Response Team and Homesafe Team investment (Locality wide workstream) (NEW)</p>
Elective Care	<p>Ensure Salford's population have optimum access to independent sector hospital (i.e. Oaklands) capacity</p> <p>Support Northern Care Alliance (NCA) Urology Transformation Implementation</p> <p>Support the delivery of system elective care recovery with an ambition to deliver over 10% more elective activity than before the pandemic and reduce long waits</p> <p>Review current capacity for Vasectomy services to meet the needs of Salford's population</p> <p>Support development of Dermatology services across Greater Manchester and progress local workstreams (e.g. Clinical education & training Programme, advice & guidance)</p> <p>Support development of rapid access diagnostics for Salford's cancer patients</p> <p>Support improvements in diagnostic performance</p> <p>Outpatient reform: Ensure main providers meet 30% requirements from Long Term Plan (Digital)</p> <p>Review access to orthopaedic elective surgery following the development of the NCA Orthopaedic single shared service</p> <p>Deliver local actions outlined in ICBs cancer plan, and aligned to GM cancer plan & national planning requirements</p> <p>Support and monitor the roll-out of the new provision for NOUS (NEW)</p> <p>Support the NCA to undertake EIAs and QIAs related to proposed secondary care service changes (as a result of COVID impact and PAHT disaggregation) and progress proposals through locality governance structures (NEW)</p> <p>Support and review local plans to progress outpatient reform including the expansion in uptake of PIFU, use of referral optimisation / specialist advice services (i.e. A&G, Consultant Connect, RAS) in line with national planning requirements</p> <p>Support the development of the NCA's Salford Locality Community Diagnostic Centre business case and implementation. This will support delivery of the required increase in diagnostic capacity to a minimum of 120%</p>

Strategic Programme	Draft 2022-23 Actions
Adults Mental Health	Undertake suicide prevention training Programme with key frontline workers
	Oversee the citywide rollout of Living Well and the begin transformation of Community Mental Health Teams
	Co-ordinate the approach for parent-infant mental health including Improving Access to Psychological Therapies (IAPT) and early intervention to improve attachment and bonding
	Develop diagnostic and post diagnostic services for ASD (Autistic Spectrum Disorder) in line with national policy and standards
	Develop a Salford priorities Programme in response to the GM Autism strategy
	Improve and widen the offer for complex service users/rehab/specialist placements, including repatriation
Mental Health Crisis and Hospital to Home	Improve crisis care response in Salford including early intervention/prevention and step down support for Young People in distress (Parachute) and improve co-ordination across pathways and between services (NEW)
	Review mental health care pathways including: - Role and function of adult mental health residential care - Supported accommodation
	Oversee the implementation of the Urgent Care Listening Lounge and the phased approach to opening up access
Improving Access to Psychological Therapies (IAPT)	Improve pathways between Improving Access to Psychological Therapies (IAPT) services and key physical health services such as Health Psychology, Cardiology, Chronic obstructive pulmonary disease (COPD) and Diabetes, and explore potential of how this could contribute to meeting IAPT Long Term Conditions (LTCs) Five Year Forward View (FYFV) ambition
	Review services in light of COVID recovery - determine and implement restoration activities relevant to IAPT in accordance with GM recovery plans and national planning guidance



Children's and Maternity Services

Executive Lead Charlotte Ramsden; Karen Proctor

Lead Member Cllr. Jim
Cammell

Joint Chairs Cllr. Jim Cammell; Dr. Nick Browne

Clinical Lead Wan Ley-Yeung

We want all children and young people in Salford to achieve their potential.

Strategic Programme	Draft 2022-23 Actions
Children's Care	Review services in light of COVID recovery - determine and implement restoration activities relevant to Children's Care in accordance with GM recovery plans and planning guidance
	Embed and further develop an integrated locality model to ensure families, children and young people (0-25 years) are offered early help which is timely and empowers families to take control of their lives
	Explore the integration of transitional and contextual safeguarding and develop an overarching strategy with partners and complex safeguarding teams
	Implement domestic abuse services for children's and adult services
	Implement the Family Partnership Model in Children's social care and evaluate the impact in Early Help services
	Evidence a reduction in the number of parents who have repeated children looked after following birth, through the Strengthening Families Programme; and engage the Early Help Neighbourhood Group to identify gaps and scale
	Implement a whole system approach to trauma and adversity and link to Greater Manchester developments
	Implement the business case for the revised needs-led integrated neuro-development pathway for children and young people aged 0-25
	Implement the recruitment and retention strategy for children's services workforce
	Produce an all age Adolescence Strategy
	Refine the Route29 offer to include younger children
	Deliver the SEND Strategy and action plan

Strategic Programme	Draft 2022-23 Actions
	<p>Refresh the Salford Employment Partnership Skills Strategy and action plan</p> <p>Review the council's Employment Skills offer and package of support</p> <p>Support effective leadership in schools (supporting effective learning, improving school governance, strengthening safeguarding)</p> <p>Ensure there is sufficiency and quality of school provision</p> <p>Oversee the Invest to save transformation Programmes (NEW)</p> <p>Implement the Strengthening Families extension (NEW)</p> <p>Implement the extension of Family Group Conferencing (NEW)</p> <p>Implement the Choose to Change Programme (NEW)</p> <p>Implement the extension of Route 29 (NEW)</p> <p>Implement Early Help in the Bridge (NEW)</p> <p>Implement and Pilot the Parachute team development (NEW)</p>
Children's Health	<p>Identify the needs and options for paediatric End of Life and Palliative Care services</p> <p>Following approval of the business case, support the implementation and monitoring of newly commissioned Paediatric Occupational Therapy and Physiotherapy services (NEW)</p> <p>Work with system partners to implement projects related to the reduction of paediatric avoidable admissions including a review and refresh of the Gastroenterology pathway implemented in 2020</p> <p>Implement the strategy for individual budgets for children and young people</p> <p>Following agreement of the amended Paediatric Ophthalmology service specification embed and monitor new arrangements (NEW)</p> <p>Review and monitor the Ingleside Partner Collaborative (NEW)</p> <p>Support the implementation and monitor the delivery of Community Paediatrics following approval of the business case in 21/22 (NEW)</p> <p>Agree a local plan in response to the Greater Manchester services specification for Children's Community Nursing team</p> <p>Evaluate implementation of paediatric Speech Language and Communication Needs specification</p> <p>Agree a business case for Paediatric Orthotics and MSK (NEW)</p> <p>Implement the Paediatric Asthma Care Bundle (NEW)</p>

Strategic Programme	Draft 2022-23 Actions
	<p>Review of the Healthy Start Vitamins (vitamin D) commission/service specification and resulting actions in light of GM population health review (NEW)</p> <p>Implement Foetal Alcohol Spectrum Disorder (FASD) quality standards (NEW)</p> <p>Support the implementation of local paediatric long Covid clinics and pathways (NEW)</p>
Children's Mental Health	<p>Co-ordinate the approach for parent-infant mental health to provide early intervention to improve attachment and bonding</p> <p>Monitor the impact of the Integrated Transitions policy</p> <p>Review counselling for children and young people within Salford (including bereavement and palliative care) - the provider served notice on the contract and the review needs to be re-commissioned</p> <p>Continue to review and report on services in light of COVID recovery - determine and implement restoration activities relevant to children's mental health in accordance with GM recovery plans and national planning guidance</p> <p>Delivery of Thrive Training and Workforce Development Programme (including suicide Awareness/ASIST, Mental health first Aid, Connect 5, LGBTQ+ and other identified needs)</p> <p>Develop an approach to personal budgets in mental health</p> <p>Develop an approach to supporting the mental health needs of children with special educational needs and disability (SEND)</p>
Children's Public Health	<p>Refresh and implement the Children's Obesity Strategic Action Plan working with partners to scope future actions around food, physical activity and place</p> <p>Implement and evaluate the impact of the Greater Manchester (GM) Oral Transformation Programme and seek other opportunities to improve oral health in children</p> <p>Continue to work with ICB locality on the redesign of the weight management pathway and strengthen the services for children and young people</p> <p>Identify the needs of children and young people in Salford to make healthy choices, stay safe and minimise risky behaviours by undertaking a needs assessment and social insight work</p> <p>Undertake a review of unintentional injuries and develop a plan to reduce the causal factors</p> <p>Review the GM Children's Oral Health Programme and map dental extractions locally to develop a local plan for intervention</p> <p>Deliver the Holiday Food and Activity Programme for 2022 through the delivery of 3,500 food and activity scheme places for children on free school meals at Easter, Summer and Christmas (NEW)</p>



All Age Mental Health

Executive Lead Karen Proctor; Charlotte Ramsden

Lead Member Cllr. Damian Bailey

Clinical Lead Dr. Jenny Walton

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Strategic Programme	Draft 2022-23 Actions
Adults Mental Health	Undertake suicide prevention training Programme with key frontline workers
	Oversee the citywide rollout of Living Well and the begin transformation of Community Mental Health Teams
	Co-ordinate the approach for parent-infant mental health including Improving Access to Psychological Therapies (IAPT) and early intervention to improve attachment and bonding
	Develop diagnostic and post diagnostic services for ASD (Autistic Spectrum Disorder) in line with national policy and standards
	Develop a Salford priorities Programme in response to the GM Autism strategy
	Improve and widen the offer for complex service users/rehab/specialist placements, including repatriation
Mental Health Crisis and Hospital to Home	Improve crisis care response in Salford including early intervention/prevention and step down support for Young People in distress (Parachute) and improve co-ordination across pathways and between services
	Review mental health care pathways including: <ul style="list-style-type: none"> - Role and function of adult mental health residential care - Supported accommodation
	Oversee the implementation of the Urgent Care Listening Lounge and the phased approach to opening up access (NEW)

Strategic Programme	Draft 2022-23 Actions
Improving Access to Psychological Therapies (IAPT)	Improve pathways between Improving Access to Psychological Therapies (IAPT) services and key physical health services such as Health Psychology, Cardiology, Chronic obstructive pulmonary disease (COPD) and Diabetes, and explore potential of how this could contribute to meeting IAPT Long Term Conditions (LTCs) Five Year Forward View (FYFV) ambition
	Review services in light of COVID recovery - determine and implement restoration activities relevant to IAPT in accordance with GM recovery plans and national planning guidance
Children's Mental Health	Co-ordinate the approach for parent-infant mental health to provide early intervention to improve attachment and bonding
	Monitor the impact of the Integrated Transitions policy
	Review counselling for children and young people within Salford (including bereavement and palliative care) - the provider served notice on the contract and the review needs to be re-commissioned
	Continue to review and report on services in light of COVID recovery - determine and implement restoration activities relevant to children's mental health in accordance with GM recovery plans and national planning guidance
	Delivery of Thrive Training and Workforce Development Programme (including suicide Awareness/ASIST, Mental health first Aid, Connect 5, LGBTQ+ and other identified needs)
	Develop an approach to personal budgets in mental health
	Develop an approach to supporting the mental health needs of children with special educational needs and disability (SEND)



Primary Care

Executive Lead Karen Proctor

Lead Member Cllr. Jim Cammell; Cllr John Merry

Chair Brian Wroe

We want primary medical services in Salford to continue reducing inequalities across the city and meeting the needs of the diverse, growing and changing population.

Strategic Programme	Draft 2022-23 Actions
Primary Care Digital	Develop a dashboard to support Primary Care Networks (PCNs) in the development, delivery and monitoring of the Impact and Investment Fund (IIF) metrics
	Contribute for the Salford locality to the GM ICS IM&T plan with local sections on digital inclusion, NHS app usage, increased digital maturity in Primary Care and net zero (NEW – PG)
	Implement the GM Primary Care Digital First Programme (NEW – PG)
Primary Care Estates	Determine the scope of The Quays development informed by the progress of The Quays pilot and progress to outline specification
	Progress the Lower Broughton scheme to approved agreement with developer
	Progress development of Primary Care estate in Irlam
	Progress development of The Limes
	Transition the one remaining practice to the new premises in Little Hulton and facilitate agreement regarding community services use
	Develop business plan for approval for Primary Care in Pendleton Leisure Centre (NEW)
Primary Care Reducing Variation and Inequalities	Oversee delivery of the 2022-23 Salford Standard
	Develop the 2023-24 Salford Standard
	Implement the monitoring and review requirements of the refreshed Special Allocation Scheme

Strategic Programme	Draft 2022-23 Actions
	<p>Improve access to Primary Care for vulnerable groups, e.g. the asylum seeker population</p> <p>Work with partners to understand and develop plans to address inequalities and unexplained variation across GP practices in Salford (NEW – PG)</p>
Primary Care Transformation	<p>Implement plans for the community Optometry / Ophthalmology services</p> <p>Review the Care Homes Medical Practice service specification to align to the requirements of the Primary Care Network (PCN) Direct Enhanced Service (DES) and to consider whether or not it is appropriate to include support for extra care facilities</p> <p>Review and specify future requirements of Salford Primary Care Together (SPCT) COVID services</p> <p>Oversee the delivery of the requirements of the 2021/22 PCN DES in terms of providing support, monitoring and assurance</p> <p>Review implementation of the business case for adult eating disorders</p> <p>Support the COVID Vaccination Programme and oversee its transition to secure future arrangements (NEW – PG)</p> <p>Work with Greater Manchester to transition to new commissioning arrangements for Primary Care (NEW – PG)</p>
Primary Care Workforce	<p>Ensure PCN Additional Roles Reimbursement Scheme funded workforce is developed in line with local need/strategy and assurance mechanisms transition as required into the ICS</p> <p>Work with locality partners across GM to develop a GM standard for non-clinical workforce roles with underpinning career pathways</p> <p>Implement initiatives to maximise the capacity, resilience and retention of the Primary Care workforce, harnessing opportunities to work more collaboratively across both the GM ICS and the wider Salford locality system</p>



Quality, Safety, Innovation and Research

Executive Lead Claire Vaughan

Clinical Lead Dr. Jeremy Tankel

We want to be the safest health and social care system in the country.

Strategic Programme	Draft 2022-23 Actions
Safeguarding	Determine and Implement ICS place level Safeguarding governance arrangements (NEW)
	Ensure the ICB continues to meet its statutory duties in relation to safeguarding children and adults, operating as a key strategic partner within the safeguarding partnership arrangements. Deliver targeted work on / including: <ul style="list-style-type: none"> - Complex safeguarding - Domestic abuse - Self-neglect and neglect - MCA/ LPS
	Review ICS Safeguarding strategy for delivery at place
	Further develop the safeguarding assurance framework across all providers
	Quality
Ensure collaboration with key stakeholders and patient safety specialists to embed the new Patient Safety strategy (updated February 2021) across the system. Instigate a clearer focus on the patient voice and patient safety inequalities, particularly Older People and Learning Disability (LD) service users	
Continue to work collaboratively with system partners in a changing health economy to monitor quality assurance in a system that lives with COVID	
Ensure the ICB continues to meet its statutory duties in relation to the ongoing delivery, monitoring and evaluation of Care and Treatment Reviews (CTRs)	
Share learning in relation to quality across multiple providers, e.g. acute and Mental Health (MH) providers	
Review and improve soft intelligence quality information including practice, Patient Participation Groups (PPGs) and patient feedback	

Strategic Programme	Draft 2022-23 Actions
	Redefine quality assurance and oversight in urgent and emergency care system (NEW)
Safer Salford	<p>Continue to implement system-wide learning and improvement as a result of Safeguarding Reviews (including child safeguarding practice review (CSPR) and Safeguarding adult review (SAR), mortality reviews (including child deaths)</p> <p>Agree improvement programmes for delivery in 2022/23 as part of the Safer Salford Programme and ensure that they underpin the adult priorities around ASC targeting care homes and domiciliary care</p> <p>Continue to support quality improvement in Primary Care with a focus on upskilling PCN quality improvement initiatives</p> <p>Reduce the risk of Health Care Associated Infections (including undertaking audits of health care settings and learning from outbreaks)</p>
Medicines Optimisation	<p>Contribute to the locality Best Value Programme through Primary Care prescribing budget efficiencies</p> <p>Continue with the integrated medicines improvement work with NCA Salford Pharmacy team and Greater Manchester Mental Health (GMMH)</p> <p>Support the Delivery the Primary Care Networks Direct Enhanced Service (DES) medicines optimisation priorities:</p> <ul style="list-style-type: none"> - Reduce the rate of low priority prescribing - Antimicrobial resistance - Low carbon inhaler use - Drugs that can cause dependencies (DOACs) <p>Reduce the environmental impact of prescribing by developing a system wide approach to inhalers and waste</p> <p>Contribute to shaping Integrated Pharmacy and Medicines Optimisation (IPMO) across the Greater Manchester Integrated Care System (GM ICS)</p> <p>Support the medicines optimisation elements of the COVID Vaccination Programme</p> <p>Co-commissioning network integrated pharmacist service (NEW)</p>
Continuing Health Care (CHC) / Funded Nursing Care	<p>Continue the move to paper light working and addressing compatibility with Salford City Council (SCC) Information Technology (IT) interfaces</p> <p>Ensure the national Discharge to Assess processes are delivered safely and in line with eligibility for NHS Funding through links with Integrated Discharge team and sharing of appropriate information</p> <p>Support the Quality Innovation Network (QIN) and quality in care home agenda</p>

Strategic Programme	Draft 2022-23 Actions
	<p>Implement a revised neuro-rehabilitation pathway to enable the safe commissioning of quality assured slow stream neuro-rehab services for individuals assessed as requiring this care</p> <p>Co-design an alternative offer of delivering care using the CHC National framework and Personal Health Budgets (PHB) guidance to meet the cultural needs of the Orthodox Jewish Community and utilise the learning to allow spread of this offer of PHB</p> <p>Provide clinical support to maximise the use of The Maples and reduce the reliance on out of area (OOA) placements</p> <p>Work with LPS lead/safeguarding to ensure LPS is embedded in care of those eligible for CHC</p>
Innovation and Research	<p>Embed research and innovation, and quality improvement into the culture and ethos for the Salford 'Building Back Better' recovery plans</p> <p>Deliver an Innovation and Improvement Fund to support and embed improvement and innovation capacity and capability within Primary Care and partners</p> <p>Develop and deliver a 12 month work plan for Quality Improvement, Research and Innovation aligning to the move to Integrated Care System (ICS) structures</p>



Enablers (Salford Clinical Commissioning Group Only)

Executive Lead David Warhurst; Hannah Dobrowolska

Clinical Lead Dr. Tom Tasker

We want to deliver 'outstanding' corporate services, through highly skilled and motivated staff, that enable the delivery of new models of care, high quality outcomes and financial benefits.

Strategic Programme	Draft 2022-23 Actions
Statutory duties, Governance and Policy	Ensure the CCG/ICB at locality continues to meet its wide range of statutory duties, maintaining and improving its robust governance arrangements
Strategic Planning and Risk	Design and implement service group portals within the Pentana Browser to visually display dynamic service group performance, risk and action plan information
	Work with locality partners to agree and deliver a place based system annual planning process for 2023-24 incorporating national and ICS Programmes to deliver a balanced budget across pooled / integrated funds, contributing to locality level annual planning
	Undertake joint review of local risk management strategies in light of ICS changes
Estates	Welcome CCG staff back to the office (NEW)
	Oversee the implementation of effective hybrid working for CCG staff (NEW)
Contracting	Keep up to date with national changes in contracting and give advice to locality on contract arrangements, both during the recovery phase and future planning, including payment reform and make recommendations to shape Salford approach
	Ensure the CCG/ICB at locality continues to meet its statutory duties / constitutional commitments in relation to performance, maintaining and improving its robust performance management and reporting arrangements
Information Management and Technology (IM&T)	Deliver Salford implementation project to ensure maximum benefit from GM care record solutions including: End of Life and Social Care engagement. (NEW – PG)

Strategic Programme	Draft 2022-23 Actions
	Ensure providers of community health services, including ICS-commissioned independent providers, can access the Local Care Shared Record as a priority in 2022/23, to enable urgent care response and virtual wards (NEW – PG)
Engagement, Inclusion and Development, HR and Social Value	Deliver the Communications work plan, covering both GM and locality elements
	Deliver the Integrated Engagement Team's engagement work plan, covering both GM and locality elements
	Deliver the Organisational Development work plan, covering both GM and locality elements
	Deliver the Equality, Diversity and Inclusion work plan, covering both GM and locality elements
	Deliver the Social Value work plan with a focus on economic, environmental and social action, covering both GM and locality elements
Salford Locality Integrated Care System (ICS) Transition	Manage and complete the Salford Locality Integrated Care System (ICS) Transition Programme
	Implement ICS place level leadership and governance arrangements
	Determine and implement financial plans and arrangements to enact ICS changes
	Determine and implement ICB arrangements for current CCG functions and statutory duties
	Support staff through ICS changes and complete ICS communication, engagement, OD and HR actions
	Determine and implement plans and arrangements to enact CCG Close Down including IT, Finance, Statutory duties, etc
	Determine and implement changes to how ICS functions are delivered following establishment, within the locality and/or between the locality and GM (NEW)