Salford Locality Plan Highlight Report

29th September 2017
Progress for the period: July-September
Key Highlights

PREVENTION: Upgrading population health, prevention and self-care

• Population health plan project overview documents completed, bid for £m GM transformation fund being developed. Draft Terms of reference for a Population Health Advisory Board have been developed to oversee the delivery of the plan.
• 0-25 Speech & Language Therapy review preparation for schools pilot from Sept 2017
• 0-25 Children with Disabilities preparation for pathfinder in South Locality to go live from Sept 2017
• Community eating disorder service pilot started in April 2017. Integrated Community Response Service across Manchester and Salford due to start September / October 2017 (phased implementation).
• MyCityHealth launched in time for Stoptober
• Health Checks and Salford Standard PH targets being reviewed in consultation with GM.
• Tender for Substance Misuse Services awarded across Bolton, Salford and Trafford and the service will be operational from January 2018
• GM Health and Work programme developing with GM team. Options appraisal of models being discussed.
• Salford Physical Activity Strategy (aligned to the GM Moving strategy) is being launched
• Cancer improvement work underway around champions, and developing rapid diagnosis service locally
• New PH Consultant appointed and starting in November.
Key risks / issues

PREVENTION: Upgrading population health, prevention and self-care

Risks / issues

• Population Health Plan is GM transformation fund dependant - the £3 million relies on a sound business case
• Lead for drugs and alcohol is on GM secondment – arrangements in place to pick up work/manage transition
• CCG 0-25 Integration fund only agreed until March 2018

Mitigation

• Underspend used to give additional external consultant capacity for population health plan development and GM bid
• Opportunities to further pool SCC / SCCG budgets are being considered
Key Highlights

**BETTER CARE:** Transforming community based care and support and standardising acute and specialist care

- **Quality** - The Safer Salford work programme has been integrated into the transformation programme for the ICO. Safer Care Homes – third learning session held, Care Home managers undertaking peer review visits and sharing good practice. Care Homes Task and Finish Group established to ensure integrated approach to quality assurance and improvement, Quality Improvement Network now in place to facilitate integrated approach to improvement across CCG and ICO. Dashboard of indicators for care homes is in development.

- **Integrated Care** – Mobilisation of an enhanced care team and a leadership team in the two neighbourhoods of Swinton and Eccles & Irlam and a city wide crisis response team is underway with planned full implementation in Q4. SPCT successfully launched the Salford Wide Extended Access Project (SWEAP) in August to provide extended access to primary care services to people in Swinton. During August the Salford Together team attended over 20 community events to generate engagement and input from Salford people on future health and care services. An options appraisal has been developed to increase bedded intermediate care nursing capacity in the city. Current closed capacity at The Limes residential intermediate care unit is planned to reopen by November 17 allowing all 30 beds to be utilised pre winter.
**Key Highlights**

**BETTER CARE:** Transforming community based care and support and standardising acute and specialist care

- **Acute transformation** - Full allocation of capital monies for Major Trauma and Healthier Together agreed subject to Full Business Case. The NW Sector programmes are being progressed. Paediatrics is approaching options appraisal with consultation subject to GM timescales, Breast and Dermatology cases for change finalised subject to approval and the GM Orthopaedics Case for Change to be published imminently. Decommissioning plans are proceeding for MLU on SRFT site to close on 30 September with Bolton Ante Natal clinics now running from Walkden clinic and CMFT Ante Natal clinics moving to Lanceburn in early 2018 (subject to lease/capital works).

- **Mental Health and LD** – Salford’s shared point of access for Psychological Therapies (IAPT) continues to see improving patient recovery rates over Q1 and into Q2. All age suicide prevention strategy developed with partners and 1 year action plan sets out key objectives to be monitored via the Suicide Prevention Partnership, encompassing the following: Council / CCG / GMMH/ Six Degrees / Fire Service / GMP / Healthwatch.
Key risks / issues

BETTER CARE: Transforming community based care and support and standardising acute and specialist care

Risks / issues

• Capacity of staff working in frontline services to engage in improvement initiatives (quality and integrated care)
• Care Homes improvement – schedule of CQC inspections may impact on ability to evidence that improvement has been secured
• Securing longer term Estate solutions for Integrated care and Childrens’ teams.
• Greater Manchester public engagement timescales may delay NW Sector plans.
• High demand, acuity and complexity in Community Mental Health Teams. Work underway to understand this better to inform commissioner response. Asylum Seeker service capacity constraints (GMMHT) owing to the increase in the asylum seeker population over the past 4 years. Short term capacity addressed and long term solutions being progressed with the ICO. Co-ordinating work regarding Perinatal Mental Health across Children's and Adults and GM Commissioners - ensuring there are no gaps and minimising duplication.
ENABLING TRANSFORMATION: Standardising clinical support and back office services and enabling better public services

Key Highlights

• **Integrated place** - Development of neighbourhood models for Primary Care, ICO, Childrens (0-25) and all age (Eccles) continues. City Council and partners have agreed to explore the principle of bringing 0-25 and Eccles all-age together. Discussions are at an early stage. ‘My City Salford’ interactive demonstration and showcase events with businesses, stakeholders and Eccles Town Team.

• **Integrated Commissioning** - Agreement reached between SCC and SCCG about way forward in implementation of Place based recommendations of GM Commissioning Review, in particular increased pooled budgets. Salford is playing an active role in GM Commissioning Review Working Group.

• **IM&T** – GP wifi installed in all sites. Patients online access to GP records improving. CCG working to promote access via practices and social media. Salford Integrated Record all acute data feeds are now in place and in final stages of testing. Plans for user testing in pilot GP practices for the end of October. Bids for GM digital funds completed to gain monies for key projects to assist ICO and SIRC extension.

• **Estates** - Improvement grant secured for conversion of bookable space at Ordsall Health Cetnre for use by new Quays practice to provide primary care capacity in the face of significant population growth. Capital confirmed for major trauma and Healthier Together. Detailed design phase for new Little Hulton Health Centre nearing completion.
**Key Highlights**

**ENABLING TRANSFORMATION:** Standardising clinical support and back office services and enabling better public services

- **Workforce** – Wider engagement of the final draft workforce strategy took place through September (including CVS, carers, Police, Fire, housing etc)
- **Co-production / social value** – The leading role of VCSE in a person and community centred approaches is being developed within the population health plan. Salford’s 10% Better campaign – outcome measures now identified and shared. Living Wage expansion with key H&SC partners is ongoing.
- **Public engagement** - START WELL - PHE approved brownie booklet, badges currently in production, roll out of Locality Sugar Smart pledge been delayed due to staff absence
- **LIVE WELL** – Delivered the Locality Workforce Walking Challenge (with locality staff walking over 400 miles collectively on the day of the event.
- **AGE WELL** – Work undertaken with Salford Community Leisure to develop an infographic to promote 6 exercises that will reduce falls. Film created to support the campaign and provide case studies of people who have fallen & now use Step Up.
- **PREVENTION STRATEGY** – population health group now meeting regularly
Key risks / issues

ENABLING TRANSFORMATION: Standardising clinical support and back office services and enabling better public services

Risks / issues and mitigation (where provided)

• Achievement of ‘Integrated Place’ savings and securing ongoing resource requirements for subsequent phases
• IM&T delays – Salford Integrated record
• Withdrawal of funding towards capacity building activities around social value, particularly in VCSE sector will impact upon the ability to deliver part of this programme. Alternative funding sources are being sought.
• Confusion between overlap of behaviour change and communications actions as intended by Salford Together and the Locality plan. Joint plan being developed to clarify accountabilities of commissioners and providers.
• Interdependencies of population health and integrated care programmes on enablers
GM Key updates

• During Quarter 3 there will be an number of locality led self assessments (eg; ICO maturity, public sector reform and commissioning reviews) to take stock of progress following devolution. These will be undertaken as a parternership in Salford.

• Transformation funding also closes in this quarter and attention turns to monitoring the delivery of GM and local programmes and understanding interconnectivity
Locality Milestone Plan Refresh

Learnings from other localities (Stockport, Manchester, Wigan):

- Dedicated PMO resource at partnership / locality level as well as programme / organisational level. Commissioner hosting of PMO for Locality Plan delivery
- Salford Locality Plan implementation plan has widest coverage (population health, better care and wider enablers)
- Common challenge re: benefit realisation – eg; quantification of activity shift, £, better outcomes
- HWBB in Salford more visible part of Locality Plan leadership and oversight

Learnings from GM deep dive:

- Salford most developed locality for locality plan delivery
- Gaps perceived in: Evaluation and interdependencies. Salford has subsequently shared evaluation framework with GM. Interdependencies were identified as gaps for all localities and GM programmes. These will be addressed in the milestone refresh.
HWBB / LPB sub group has agreed to refresh each programme at a project level through October to include:

- Quantification of benefits (£, activity, outcomes)
- Project milestones not BAU / operational planning – minimise duplication with other plans
- Clear start and end dates, accountable lead for delivery
- Clarity of accountable board for each part of the plan
- Clear sight line on interconnectivity / link to enablers
- Clear plans for each programme (some programmes need further merging)

## Locality Milestone Plan

**Title:** Neighbourhood (Inc. Healthy Communities)

**Last Updated:** 05/09/2017

**SRO:** Associate Director Neighbourhood Services

**Programme Manager:** S. Wright/S. Hall

**Accountable meeting:** Eg: ICAB, Pop health board, IM&T group etc

### Collaborative General Practice - Specialist GPs and Clinicians / Templates

<table>
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<tr>
<th>ID</th>
<th>Activity / Milestone Description</th>
<th>Milestone</th>
<th>Ops Lead</th>
<th>PM</th>
<th>Start Date</th>
<th>Planned End Date</th>
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Appendix A: Detailed Highlight Reports by Programme
(as at 01/08/17)
## Salford Locality Plan Programmes

### 1. PREVENTION:
Upgrading population health, prevention and self-care

### 2. BETTER CARE:
Transforming community based care and support and standardising acute and specialist care

### 3. ENABLING TRANSFORMATION:
Standardising clinical support and back office services and enabling better public services

### Locality plan governance and delivery programmes:

<table>
<thead>
<tr>
<th>1.1) Population Health</th>
<th>2.1) Quality of care</th>
<th>3.1) Integrated place</th>
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<tbody>
<tr>
<td>1.2) Best start in life</td>
<td>2.2) Integrated Care system</td>
<td>3.2) Integrated commissioning &amp; streamlining support</td>
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<td>1.3) Wider determinants of health and wellbeing</td>
<td>2.3) Transforming and standardising acute and specialist hospital care</td>
<td>3.3) Information management and technology</td>
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<td>2.4) Hospital Group – Acute care collaboration</td>
<td>3.4) Estates</td>
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<td>2.5) Mental health and learning disabilities</td>
<td>3.5) Workforce</td>
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<td>3.6) Co-production and social value</td>
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<td>3.7) Research and innovation</td>
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<td>3.8) Public engagement</td>
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**1. Radical upgrade in population health prevention**

**2. Transforming community based care & support**

**3. Standardising acute & specialist care**

**4. Standardising clinical support and back office services**

**5. Enabling better public services**

The creation of innovative organisation forms, new ways of commissioning, contracting and payment design and standardised information management and technology to incentivise ways of working across GM, so that our ambitious aims can be realised.
### 1. Prevention: 1.1 Population Health

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<th>SRO: David Herne</th>
<th>PM: Siobhan Farmer</th>
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**Key Deliverables 2016-2018**

- Develop plan for population health and accompanying business case
- Cluster commissioning of substance misuse services
- Physical activity strategy complete and action plan implemented
- Review of Health Checks programme in line with GM activity, and as part of the Salford Standard
- Cancer screening improvement programme linking to GM Vanguard and local delivery
- National diabetes prevention programme mainstreamed

**Progress this period**

- Progress made on population health plan – clearer, smaller set of proposals agreed. Project overview documents completed, bid form being developed. CBA advice obtained from GMCA Research Team. Meeting with GM TF team to take place on 25/9, draft TOR for Population Health Advisory Board have been developed. It remains challenging to meet October deadline for November TFOG date. LPB to be kept updated. Papers scheduled for 10th October HWB meeting.
- MyCityHealth launched in time for Stoptober
- Input given to Workforce Strategy for Population Health
- Refreshed projections for population health outcomes completed and shared with the Board
- Health Checks and Salford Standard PH targets being reviewed in consultation with GM.
- Tender for Substance Misuse Services awarded across Bolton, Salford and Trafford and the service will be operational from January 2018
- GM Health and Work programme developing with GM team. Options appraisal of models being discussed.
- Salford Physical Activity Strategy (aligned to the GM Moving strategy) is being launched
- Cancer improvement work underway around champions, and developing rapid diagnosis service locally
- New PH Consultant appointed and starting in November.

**Progress against plan**

- Broadly on track versus milestone plan

**Planned for next period**

- Finalise and submit population health plan TF application
- Work to develop Population Health Advisory Board and review emerging group and function.

**Issues / Risks**

- Capacity to ensure delivery locally of GM and local priorities
- Population Health Plan is GM transformation fund dependant - the £3 million relies on a sound business case
- Lead for drugs and alcohol will be going on GM secondment – arrangements in place to pick up work/manage transition
## 1. Prevention: 1.2 Best Start in Life

| SRO: Charlotte Ramsden | PM: Debbie Blackburn, Harry Golby |

### Key Deliverables 2016-2018

- Early years (0-25) reviews and Children and Adolescent Mental Health Service (CAMHS) Transformation Plan
- Complete 0-25 speech and language, children with disabilities and emotional health and wellbeing reviews
- Implement recommendations from the national maternity review
- Establish Integrated Community response Service and community eating disorder service (CEDS) for Children and young people up to 18 years
- Re-design Community Children’s Nursing Team

### Progress this period

- New governance group for CAMHS Transformation and EHWB Test Case has met. Work continues on the alignment of the GM and Salford perinatal mental health pathways.
- CAMHS Schools link pilot evaluation is planned, development of a new model for Salford schools.
- Community eating disorder service pilot started in April 2017. Integrated Community Response Service across Manchester and Salford due to start September / October 2017 (phased implementation).
- 0-25 Speech & Language Therapy review preparation for schools pilot from Sept 2017
- 0-25 Children with Disabilities preparation for pathfinder in South Locality to go live from Sept 2017

### Planned for next period

- Plans in place to extend the adult RAID service to all-age provision.
- Mobilisation of the pathfinder for Children with Disabilities to include Confirm and begin using outcome measures including family and professional satisfaction surveys to be completed at multi-agency meetings, and arrange further briefing / feedback sessions for staff
- Mobilisation of the Speech and Language schools pilot and data analysis from Better Communication
- Revised specification for Community Children’s Nursing Team finalised
- Continued implementation of recommendations of national maternity review, in collaboration with Bolton and Wigan

### Issues / Risks

- Work ongoing to fill some senior lead and project manager roles
- Joint governance / pace of decisions
- CCG 0-25 Integration fund only agreed until March 2018
## 1. Prevention: 1.3 Wider determinants of health and wellbeing

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<th>SRO: David Herne</th>
<th>PM: Jacqui Russell, Anne Lythgoe</th>
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### Key Deliverables 2016-2018
- Development of Salford Poverty Strategy and work of the Salford Poverty Truth Commission
- GM Working Well programme
- Development of a Salford Skills and Work plan
- Review of Community Safety Strategy and work plan to tackle domestic abuse

### Progress this period (Last update: June 2017: Note it is proposed that this work will be built into other programmes in the refresh of locality plan milestones)
- Ongoing work towards the development of the Action plan which supports the Anti-Poverty Strategy
- Poverty Truth Commissioners actively informing the Action plan and ongoing workstreams
- Presentation of final version of the Skills and Work Plan to the Skills and Work Board scheduled for 14th June
- A programme of additional work around domestic abuse will be developed, supported by a review of provision and workforce training

### Planned for next period
- Completion of action plan for Anti-Poverty Strategy
- Commencement of early workstreams around anti-poverty strategy, including debt reduction, food banks and sanitary / hygiene and health
- Procurement of work around domestic abuse, funded through the Office of the Police and Crime Commissioner
- Tender assessment of social value input to the GM work and health programme – aimed at maximising wider wellbeing benefits

### Issues / Risks
- There will be a need to ensure effective co-ordination of this work across a wide range of partners across Salford and GM to deliver the required health and wellbeing outcomes

### Progress against plan
- On track with key milestones
## 2. Better Care: 2.1 Quality of Care

**SRO:** Francine Thorpe  
**PM:** Various, update provide by Adam Hebden

### Key Deliverables 2016-2018
- Safer Salford - develop and implement an economy wide safety improvement plan to identify and prevent issues leading to patient harm. Implement Year 2 of the Patient Experience Strategy. Refresh the Quality and Safety Strategy beyond April 2017

### Progress this period
- The Safer Salford work programme has been integrated into the transformation programme for the ICO.  
- Safer handover – action plans being implemented task and finish group established as a sub-group of the Clinical Standards Board to oversee progress. Review event scheduled for November.  
- Safer Care Homes – beginning to gain traction, third learning session held, Care Home managers undertaking peer review visits and sharing good practice. Newsletter developed to share good practice.  
- Care Homes Task and Finish Group established to ensure integrated approach to quality assurance and improvement, Quality Improvement Network now in place to facilitate integrated approach to improvement across CCG and ICO. Dashboard of indicators for care homes is in development  
- Safety improvement dashboard now agreed which contains indicators relating to falls and medicines, currently being piloted.  
- Task and Finish group established to develop an integrated approach to improving quality in care homes in conjunction with ICO leads and council representatives.

### Planned for next period
- Encourage staff to test safety improvement dashboard  
- Continue to monitor actions around Safer Handover  
- Sustain focus on care homes assurance and improvement  
- Continue to implement and refine quality assurance processes for providers including primary care  
- Review innovation bids relating to safety improvement

### Issues / Risks
- Capacity of staff working in frontline services to engage in improvement initiatives  
- Care Homes improvement – schedule of CQC inspections may impact on ability to evidence that improvement has been secured
## 2. Better Care: 2.2 Integrated Care System

| SRO: James Sumner, Karen Proctor, Judd Skelton | PM: Michelle Urwin, Harry Golby |

### Key Deliverables 2016-2018

- **Neighbourhoods:** Pilot integrated community neighbourhood model, which includes shift of relevant activity from hospital & enhanced community assets. This includes the introduction of multiagency process for identifying adults at risk, pro-active care planning and rapid response for adults with complex needs /vulnerable adults.
- **Extended Care:** Redesign of intermediate care services, introduction of crisis response service, AHP review, home care redesign and care homes.
- **High Volume Pathways:** Implement redesigned high volume across multiple pathways e.g. MSK/Spinal, Falls.
- **Workforce development plan and estates development plan to support system changes**
- **Implementation of NBH initiatives to enhance primary care services e.g. Diagnostic hub, SWEAP, Acute Visiting Service**

### Progress this period

- Two substantial transformation initiatives were successfully approved in August, by the Integrated Care Advisory Board, to be funded from the GM Transformation fund. These projects will see the introduction of an enhanced care team and a leadership team in the two neighbourhoods of Swinton and Eccles & Irlam and a city wide crisis response team. Mobilisation of these important projects is underway with planned full implementation in Q4.
- The enabling functions of IM&T, estates and the workforce requirements for the new care models and the programme have been identified as critical risk factors to implementation. Mitigating action has been taken by the ACS leads and risks have been escalated to appropriate boards in August.
- SPCT successfully launched the Salford Wide Extended Access Project (SWEAP) in August to provide extended access to primary care services to people in Swinton.
- The city wide campaign to engage the public and staff in the transformation plans for Salford services has continued to gain momentum in August with attendance of the Salford Together team at over 20 community events in the month, the use of media and social media channels and promotion of the campaign through partner organisations to generate engagement and input from Salford people on future health and care services.
- Intermediate Care - An options appraisal has been developed to increase bedded intermediate care nursing capacity in the city. Commissioners are currently considering this option appraisal. Current closed capacity at The Limes residential intermediate care unit is planned to reopen by November 17 allowing all 30 beds to be utilised pre winter.
- Better Care Fund planning template agreed and submitted, with performance measures in line with Locality Plan and GM Investment Agreement.
- Agreement of revised Service Specifications for Cardiac Rehabilitation, Care Call and Community Eye Service.
- Completed service review of the Pulmonary Rehabilitation Service. Action plan to increase referrals being taken forward.
- Suicide Prevention Strategy 2017 – 2022 completed.
- Approval of a business case to develop primary medical care services in Ordsall – is a key deliverable in the last period.
- Mobilisation of SWEAP service at Swinton site – is a key deliverable in the last period.
- SHM / SPCT Organisational Change – is a key item planned for the next period.

### Progress against plan

Broadly on track with key milestones.
### 2. Better Care: 2.2 Integrated Care System

**SRO:** James Sumner, Karen Proctor, Judd Skelton

**PM:** Michelle Urwin, Harry Golby

**Planned for next period – Sept 17**

- Progress mobilisation of the Neighbourhood enhanced care team and the Crisis Response team. Evaluation plans to be finalised and actioned.
- Digital workshop to be completed on the 7th September to determine the immediate, medium and long term IM&T requirements of the integrated care transformation programme to shape the IM&T strategy for integration.
- To finalise the allocation of the non-recurrent transformation funding across priority initiatives and other transformation requirements for next 2 years by ICAB.
- Quarter 1 Assurance to be completed with GM Health & Social Care Partnership with GM representative to attend the Integrated Care Advisory Board on the 19th September and the completion of the GM Assurance template.
- Transfer of all the programme risks to Datix. Exercise to be completed in September.
- Complete the review of the outstanding GM indicator relating to Permanent Admissions to Care Homes with a proposal to be developed and presented planned to go to ICAB in early October.
- Transformation workshop to be undertaken on the 26th September with leads from the Accountable Care System Provider Board to review progress since April 2017 and establish next 100 day priority plan for the transformation programme.
- Complete promotional literature for the programme with design agency.
- To progress the design and build of an electronic solution to capture the programme documentation/reporting/milestones etc.
- VCSE conversation event scheduled for the 11th September at Swinton Park Golf Club. Over 50 people from the VCSE sector have registered.
- New operational sub group of the Strategic Estates Group (SEG) to meet in September to develop and progress the immediate and short term requirements of the integrated care transformation programme.
- Salford Standard new support and escalation process to commence and review of Salford Standard for 18/19 to inform decisions on the Standard for 2019/20 and onwards.
- Review of the Maples Service to commence.
- Direct to test endoscopy for gastroenterology pilot to start.

**Issues / Risks**

- Implementation of Integrated Care programme does not deliver activity /outcomes and anticipated savings in timescale.
- IMT – the establishment of a usable integrated care record is critical. Delays and issues with IT threaten service development including IG issues causing delays.
- Workforce: Recruitment of suitable trained clinical and professional staff to support new models of care in development.
- Estates - lack of suitable estates in the community for planned clinical / care services.
## 2. Better Care: 2.3 Transforming and standardising acute and specialist hospital care

**SRO:** Chris Brookes, Jack Sharp, Karen Proctor  
**PM:** Mel Walters, Liz Calder, Harry Golby

### Key Deliverables 2016-2018

- Implement the principle receiving site for Major Trauma (MT) in Greater Manchester (GM) at SRFT meeting the national specification.
- Implement the Healthier Together (HT) recommendations for General Surgery and Urgent, Emergency and Acute Medicine.
- Secure support for the capital business to support these developments at SRFT.
- Implement the GM Cancer reconfigurations including developing mobilisation plans for commissioning a single Oesophago-gastric (OG) Cancer Service from SRFT and developing the Uro-oncology and Benign Urology service model.
- Delivery of the GM Theme 3 reconfiguration and transformation and NW Sector programmes as defined by the MBI Review.

### Progress this period

- Confirmation of full allocation of capital monies for Major Trauma and Healthier Together subject to Full Business Case. GM Transformation Fund bid also approved full allocation to Salford for transitional costs.
- The GM OG Cancer Implementation Board continues to develop a phased implementation plan.
- Draft GM Benign Urology Case for Change issued with standards in development. GM workshop held on 20 September.
- The NW Sector programmes are being progressed. Paediatrics is approaching options appraisal with consultation subject to GM timescales, Breast and Dermatology cases for change finalised subject to approval and the GM Orthopaedics Case for Change to be published imminently.
- Decommissioning plans are proceeding for MLU on SRFT site to close on 30 September with Bolton Ante Natal clinics now running from Walkden clinic and CMFT Ante Natal clinics moving to Lanceburn in early 2018 (subject to lease/capital works).

### Planned for next quarter

- Implement the next phase of the GM MTC with UHSM switched off from receiving NWAS major trauma pathway positive patients.
- Secure final FBC approval for Major Trauma/Healthier Together capital costs and finalise the sector HT business case.
- Continue developing plans for GM OG Cancer and Uro-oncology/benign urology implementation.
- Decommissioning of the CMFT MLU service at SRFT and planning for the opening of the Bolton FT FMU.
- Finalising the Estate and mobilisation plans for the transfer of CMFT Ante-natal and Post Natal Clinics.

### Issues / Risks

- Securing the Capital.
- Securing longer term Estate solutions for Integrated care and Childrens teams.
- Greater Manchester public engagement timescales may delay NW Sector plans.
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<th>SRO: Raj Jain</th>
<th>PM: Oz Khan</th>
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### Key Deliverables 2016-2018
- Governance Architecture for Acute Care Collaboration Developed
- Control Centre Business Case Development and Execution
- Deliver Clinical Decision Support programme to support Digital Health Enterprise, Standard Operating Model and Group reduction of variation supported by Centre of Global Digital Excellence Work.
- Transformation of patient acuity, workload management and workforce planning systems through Trend care

### Progress this period
- See Locality Programme Board Deep Dive (29/09/17)

### Planned for next quarter
- See Locality Programme Board Deep Dive (29/09/17)

### Issues / Risks
- Securing further funding for Group and Control Centre implementation 2018/19 through GM Devolution Transformation fund. 
2. Better Care: 2.5 Mental Health and learning disabilities

SRO: Jennifer McGovern
PM: Judd Skelton

Key Deliverables 2016-2018
• Strategy – ensure local commissioning strategy reflects GM mental health priorities
• Review - intermediate care services, GMP Triage Pilot
• Implement Salford Dementia Standard including communications campaign, delivery of dementia training for primary care teams, develop an acute care pathway for dementia, develop key worker/care co-ordinator model for dementia, review acute hospital transition arrangements for dementia
• Establish a clear, strategic suicide prevention approach (work with key partners, launch a strategy, implement MH Trust CQUIN)
• Integrated Care Organisation (ICO) – integrate MH services into the ICO, develop governance/assurance processes
• Access Standards – ensure Salford delivers to national access standards in relation to early intervention and IAPT
• Autism and ADHD (Adults) – procurement of a local service for ASD/ADHD

Progress this period

• See Locality Programme Board Deep Dive (29/09/17)

Planned for next period

See Locality Programme Board Deep Dive (29/09/17)

Issues / Risks
High demand, acuity and complexity in Community Mental Health Teams. Work underway to understand this better to inform commissioner response. Asylum Seeker service capacity constraints (GMMHT) owing to the increase in the asylum seeker population over the past 4 years. Short term capacity addressed and long term solutions being progressed with the ICO. Co-ordinating work regarding Perinatal Mental Health across Children's and Adults and GM Commissioners - ensuring there are no gaps and minimising duplication.
3. Enabling Transformation: 3.1 Integrated Place

**SRO: Debbie Brown**

**PM: Jacquie Russell**

**Key Deliverables 2016-2018**

- Develop integrated place strategy for Salford and deliver a place based early adopter test in Eccles
- Determine objectives of Integrated Place with regard to health and social care neighbourhood working, linking to wider public and third sector structure and services.
- Deliver a new online community platform - My City Salford.

**Progress this period**

- Development of neighbourhood models for Primary Care, ICO, Childrens (0-25) and all age (Eccles) continues. Connections have been made with City Council and GP leads for primary care – exploring connectivity between models, and how to maximise opportunities.
- City Council and partners have agreed to explore the principle of bringing 0-25 and Eccles all-age together. Discussions are at an early stage.
- My City Salford interactive demonstration and showcase events with businesses, stakeholders and Eccles Town Team.
- My City Salford Exchange Network showcase.

**Planned for next period**

- City Council and partners to further discuss the development of neighbourhood models.
- My City Salford interactive demonstration and showcase events with community groups and residents in Eccles, Winton, Barton, Irlam and Cadishead (Early adopter area).
- Create initial profile content in the early adopter area in preparation for platform launch.

**Issues / Risks**

- Achieving savings and securing ongoing resource requirements for subsequent phases.
3. Enabling Transformation: 3.2 Integrated Commissioning & streamlining support

| SRO: Anthony Hassall, Charlotte Ramsden, | PM: Harry Golby, Jennifer McGovern |

**Key Deliverables 2016-2018**

- Deliverables to be developed following engagement and involvement of key stakeholders.

*For streamlining provider support services – see Better Care 2.4 Acute collaboration*

**Progress this period**

- Agreement reached between SCC and SCCG about way forward in implementation of Place based recommendations of GM Commissioning Review, in particular increased pooled budgets.
- Programme Management arrangements agreed and established in part.
- Active role in GM Commissioning Review Working Group.

**Issues / Risks**

- None at present

**Planned for next period**

- Proposal to be developed in relation to Place based recommendations of GM Commissioning Review, in particular increased pooled budgets, for agreement by SCC and SCCG in November 2017.
- Fully establish Programme Management arrangements.
- Discussions to begin with SRFT/ICO/SPCT regarding implementation of GM Commissioning Review.

**Progress against plan**

On track with key milestones
3. Enabling Transformation: 3.3 Information management and technology

Key Deliverables 2016-2018

- Building a connected city - network links and Wi-Fi plans
- Digital First for Salfordians
- Data and intelligence collaboration - Establish economy wide intelligence and performance group
- Digital road map and connected city - alignment work plan of Salford partners to GM roadmap
- Salford Integrated Record (health and social care and mental health)
- Acute Care Collaboration - Enhancing patient experience and engagement through Digital Patient activation
- Acute Care Collaboration - Automation and digitisation of acute care transactions Phase 1 Global Digital Excellence (GDE) move to paperless hospital

Progress this period

- Local Digital Plan developed with Salford IM&T strategy group.
- GP wifi installed in all sites, go live delayed in some due to technical issues which are being worked through.
- Patients online access to GP records improving slowly. CCG working with neighbourhood to promote access via practices and social media.
- SIRC- all acute data feeds are now in place and in final stages of testing. Plans for user testing in pilot GP practices for the end of October.
- My City test period imminent. Some issues with Information governance are being worked on.
- Bids for GM digital funds completed to gain monies for key projects to assist ICO and SIRC extension

Planned for next period

- SIRC- soft go live with GP test sites.
- Further develop network links in line with GM technical programme.
- My City in full test in one area.
- GM Digital to release conclusion about funds.

Issues / Risks

- SIRC programme is not delivering at the pace required.
- GDE programme being reviewed to ensure capacity for change is aligned with priorities.
## 3. Enabling Transformation: 3.4 Estates

**SRO:** Charlotte Ramsden  
**PM:** Elaine Vermeulen, Lindsay McLuskie

### Key Deliverables 2016-2018
- Development of a Salford Estates Strategy 2017-2022
- Estate Utilisation - work with providers to improve utilisation and plan to transfer services to community estate - develop Neighbourhood strategy
- Exploration of VCSE use of estate infrastructure and develop policy on asset transfer

### Progress this period
- Detailed design phase for new Little Hulton HC nearing completion
- Detailed design undertaken for relocation of CMFT antenatal at Lance Burn Health Centre, and heads of terms agreed regarding relocation of Pendleton IC team from Lance Burn to St James to accommodate this.
- Contractor on site for Ingleside development
- Improvement grant secured for conversion of bookable space at Ordsall HC for use by new Quays practice to provide primary care capacity in the face of significant population growth
- Six facet surveys completed for all primary care medical premises, regardless of ownership
- Feasibility study on existing GP utilisation of Ordsall HC completed
- Capital confirmed for major trauma and Healthier Together

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<tr>
<th>Progress against plan</th>
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### Planned for next period
- Bid for funds for Neighbourhood Asset Review from GM
- Six facet surveys to be collated and results analysed for actions in support of primary care estate strategy
- Agreement on actions arising from feasibility study on existing GP utilisation of Ordsall HC
- Full planning submission for the new Little Hulton Health Centre
- Workshop to relaunch the Lower Broughton development
- Continuing dialogue with stakeholders for new Irlam development
- Feasibility of relocation of another GP practice to Walkden Gateway to be assessed
- Joint appointment of out of hospital estates project manager by SRFT and CCG

### Issues / Risks
- Agreement with NHS England dental commissioners to release space at Ordsall HC to accommodate the requirements of the new MediaCity practice, and timely progression of the works to be undertaken by NHS Property Services
- Delays in SCC decision on preferred development partner at Lower Broughton may delay relaunch workshop
- Slippage in completion of Ingleside development likely, and additional cost pressure identified re CQC compliant fit out..
# 3. Enabling Transformation: 3.5 Workforce

| SRO: Sam Betts | PM: Sue Louth, Catherine Sharples |

## Key Deliverables 2016-2018
- Deliver the year one actions as detailed in the Year 1 action plan agreed by the Workforce Transformation Group including;
- Development and implementation of a cross organisation workforce engagement and communication plan
- Develop and deliver a workforce learning and development plan to develop workforce capabilities to work in integrated teams utilising a whole system approach for working with citizens
- Maximise opportunities presented by the Apprentice Levy
- Through a culture and behaviour change strategy establish a shared sense of vision and values and common language across all organisations
- Roll out of a joint leadership development programme
- Establish a true cross system workforce baseline to underpin future workforce planning needs

## Progress this period
- **See Workforce deep dive Locality Programme Board (29/09/17)**

## Planned for next period
- Year 1 deliverables to be refreshed to reflect final workforce strategy
- Workshop to take place on 13th September with wider workforce group (including CVS, carers, police and fire service) to agree action plan to support implementation of strategy and to establish task and finish groups.
- Submission of final workforce strategy.

## Issues / Risks
- Capacity

## Progress against plan
- On track with key milestones
### 3. Enabling Transformation: 3.6 Co-production and social value

**SRO: Alison Page**

**PM: Anne Lythgoe**

#### Key Deliverables 2016-2018

- GM Inclusive Growth and participation in GMISR
- VCSE Strategy and investment plan
- Partner organisations to sign the 2016/17 Social Value Pledge (10% BETTER)
- Feasibility proposal for paying of Living Wage across all HWB partner organisations
- Work to influence commissioning arrangements for social value across GM
- Develop VCSE offer to articulate contribution to Locality Plan programmes
- Develop commissioning policy and toolkit for social value and incorporate within commissioning functions
- Support providers to publish ‘social accounts’ alongside their financial accounts

#### Progress this period

- Engagement around VCSE Strategy at sector conference in June 2017
- Launch of the City-wide Volunteering Strategy and Action plan in June 2017
- Continued development of social value work as part of GM Population Health Plan – quick wins identified
- Review of Salford’s ‘Social Value Toolkit’ ongoing
- Development of 10% Better campaign – outcome measures now identified and shared
- Ongoing discussion with key H&SC partners around payment of the Living Wage Foundation Living Wage
- Development of person and community centred approaches section of Population Health Plan and Transformation Fund bid

#### Planned for next period

- Submission of TF bid for Person and Community Centred approaches (including neighbourhood social prescribing model)
- Investment Round Table discussion around VCSE funding (October)
- Launch of 10% Better campaign in Salford (October)
- Initiation of review of GM Social Value Policy
- Launch of updated social value toolkit (October)

#### Issues / Risks

- Withdrawal of funding towards capacity building activities around social value, particularly in VCSE sector will impact upon the ability to deliver part of this programme. Alternative funding sources are being sought.
### 3. Enabling Transformation: 3.7 Research and Innovation

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<tr>
<th>SRO: Francine Thorpe, Debbie Brown</th>
<th>PM: Kirstine Farrer, Stephen Fry</th>
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#### Key Deliverables 2016-2018
- Develop and implement a Salford health and social care research and innovation strategy
- Develop an Integrated Salford research group focussed on population health priorities
- Secure innovation partners to support the development and testing of technology
- Develop an integrated smart data and analytics platform to support a joined up, intelligence led approach across partners.
- Launch My City Salford and My City Health platforms to support an asset based, community led approach.

#### Progress this period (latest update June)
- The Salford research and innovation strategy has been shared with partner and commissioned research and innovation organisations and GM CCGs
- Annual research prioritisation completed at the CCG members event - the priorities were diabetes, cardiovascular disease, and mental health in 2016/17.
- IROG has representation from CVS and City Council.
- CLES evaluation of £1m 3rd sector and schools innovation fund published (11:1 return on investment)
- CCG Team completed IS4L course ‘Broughton Believers’
- Digital technology innovation bids – 124 applications shortlisted to 22 and assessed via a Salford wide market place event and Dragon’s Den panel. 4 successful bids: Guardian Angel project, Salford Active Walk, Salford CTZN App and improving pharmacy communications. Partnership with Trustech.
- Non digital - innovation bids: Digital Resilience; Hearing Matters, Empower, Mindsteps, Improving Transfers of Care and Patient safety in Salford Intermediate Care Units, A compassionate cognitive behavioural psychotherapy group for people who self-harm; The Green Curriculum; Acute Home Visiting (AHV) Paramedic service; Ordsall & Claremont Neighbourhood - Primary Care Diagnostic Unit

#### Progress against plan
- On track with key milestones

#### Planned for next period
- Innovation calls planned for 17/18; digital call, locality call, safer Salford and SPCT call.
- Further develop processes for cascading research findings including how to engage the public and improve the conduit of academic research into commissioning
- CLAHRC are conducting a qualitative research project to explore the impact of various initiatives on general practices in Salford designed to relieve pressure on practices e.g. workforce development and practice pharmacists

#### Issues / Risks
- None.
3. Enabling Transformation: 3.8 Public engagement

<table>
<thead>
<tr>
<th>Key Deliverables 2016-2018</th>
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<tbody>
<tr>
<td>START WELL - focussing on making best use of the national Change 4 Life campaign and then working out the best way to deliver the messages to young people and parents in Salford using the resources we have in place.</td>
</tr>
<tr>
<td>LIVE WELL - focussing on making best use of the national One You campaign and then working out the best way to deliver the messages to the general adult population in Salford using the resources we have in place. The majority of efforts this year will be towards staff from within the locality partnership, as many are Salford residents.</td>
</tr>
<tr>
<td>AGE WELL - focussing on addressing the issue of Salford’s high level of injurious falls and then working out the best way to deliver the messages across Salford using the resources we have in place.</td>
</tr>
<tr>
<td>PREVENTION STRATEGY – create an offer for social movement</td>
</tr>
<tr>
<td>MY CITY SALFORD – support the digital engagement initiative, ensuring it achieves the HWBB needs</td>
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<tr>
<td>START WELL - PHE approved brownie booklet, badges currently in production, roll out of Locality Sugar Smart pledge been delayed due to staff absence</td>
</tr>
<tr>
<td>LIVE WELL - Delivered the Locality Workforce Walking Challenge (with locality staff walking over 400 miles collectively on the day of the event.</td>
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<tr>
<td>AGE WELL – Work undertaken with Salford Community Leisure to develop an infographic to promote 6 exercises that will reduce falls. Film created to support the campaign and provide case studies of people who have fallen &amp; now use Step Up.</td>
</tr>
<tr>
<td>PREVENTION STRATEGY – population health group now meeting regularly</td>
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<td>MY CITY SALFORD – no progress to report</td>
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<tbody>
<tr>
<td>START WELL – HIS commissioned to deliver Crucial Crew around sugar smart, launch of Brownie booklet</td>
</tr>
<tr>
<td>LIVE WELL – Launch of One You Fest across locality (SCC w/c 2/10/17, other partners w/c 9/10/17). Development of Innovation Funds bid for family friendly walking app (in partnership with SCL and Salford Ramblers)</td>
</tr>
<tr>
<td>AGE WELL – Falls engagement session as part of Older Persons Day (launch of film, demo from Step Up, distribution of tea towels with falls exercises and interactive presentation about preventing falls)</td>
</tr>
<tr>
<td>PREVENTION STRATEGY – group meeting to work up detailed business case around social movement</td>
</tr>
<tr>
<td>MY CITY SALFORD – begin uploading content</td>
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</table>

Issues / Risks