# Salford Locality Plan Highlight Report

For Health and Adults Scrutiny Panel 7th March 2018

Progress for the period: October 2017 – February 2018

Adam Hebden

## Salford Locality Plan Programmes

<table>
<thead>
<tr>
<th>1. PREVENTION:</th>
<th>2. BETTER CARE:</th>
<th>3. ENABLING TRANSFORMATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrading population health, prevention and self-care</td>
<td>Transforming community based care and support and standardising acute and specialist care</td>
<td>Standardising clinical support and back office services and enabling better public services</td>
</tr>
</tbody>
</table>

### 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>
</tr>
</thead>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<td></td>
<td>2.4) Hospital Group – Acute care collaboration</td>
<td>3.4) Estates</td>
</tr>
<tr>
<td></td>
<td>2.5) Mental health and learning disabilities</td>
<td>3.5) Workforce</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.6) Co-production and social value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.7) Research and innovation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.8) Public engagement</td>
</tr>
</tbody>
</table>
Key Highlights

PREVENTION: Upgrading population health, prevention and self-care

- £3.4m Population Health Transformation Fund bid approved (5/12/17). Population Health delivery oversight being established to refine and finalise plans and oversee the delivery of the population health plan ensuring alignment to existing governance
- Ingleside Birth Centre in Salford on track to open in the spring providing greater choice for women due to give birth from March onwards
- Review of Locality Plan outcomes underway aligned to refresh of locality plan delivery priorities to establish clear targets / goals by 2021 – updated outcomes will be presented to May’s Health and Wellbeing Board
- GM Working Well – the new Work and Health programme went live on Jan 29th 2018 and will support over 2,000 residents in Salford over the next five years

Risks

- Child and Adolescent Mental Health Services (CAMHS) waiting time recovery plan received, provider discussions are ongoing
- Wider determinants work crosses the scrutiny of a number of partnerships and full oversight is still to be agreed. Lead for drugs and alcohol is on GM secondment – arrangements in place to pick up work/manage transition

Key Highlights

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

- Quality: Care Homes – Summit event held in January 2018; feedback from 9 care homes that had attended was positive, all could evidence safety improvement as a result of their involvement. Falls change package being developed to share with other providers.
- Integrated Care: Urgent Care Team (Crisis Response) and the Neighbourhood Enhanced Care team (ECT) recruitment continues and staff are commencing in post, estate options have been identified. The Urgent Care Team and the Swinton ECT aims to launch in April 2018 with the Eccles and Irlam ECT following later in the quarter. Home Care Services Re-Procurement: Procurement stage underway with award of contract in April 2018. Mobilisation and transfer of care to commence the new services from 1st July 2018.
- Acute and Specialist hospital care: The business case for Salford’s Major Trauma Services – GM principal receiving site was supported by the GMH&SCP in December 2018. DoH and HM Treasury approval required before capital monies are released. Salford Royal is presently working with external agencies to develop the design of the new build to support the commercial case in preparation for final capital approval. GM and Salford cancer plan alignment taking place to deliver HWBB ambition to achieve at least 56 fewer deaths from cancer by 2021.
- Mental Health: Engagement sessions with staff groups and service users / carers to inform the Salford mental health needs assessment with a view to strategy development in March / April.
Key Highlights

**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) – Managed by ICS programme
- Workforce: Recruitment of suitable trained clinical and professional staff to support the new models of care that are in development – Managed by ICS programme
- 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.
- Increase in Out of Area Acute inpatient placements (MH) - being addressed at a local and GM level
- Care Homes improvement – schedule of CQC inspections may impact on ability to evidence that improvement has been secured

Key Highlights

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

- Integrated Place – Salford response to the GM PSR Strategic Assessment was submitted in mid-January following workshops with H&WB members in late 2017. This supports Salford’s bid for Troubled Families investment which was agreed by the Lead Member for Children and Young People’s Services.
- Integrated Commissioning – Project plan being developed to support the implementation of arrangements once risks and opportunities have been fully explored and agreed.
- IM&T – NHS Wi-Fi activated in 40 out of 44 GP practices (as at Jan 2018). Wi-Fi solution for all public sector workers enabling mobility across sites (Govroam) planned to take place in early months of 2018. My City had a soft launch 11th January 2018 and My City Health is live [https://mycityhealth.co.uk/](https://mycityhealth.co.uk/).
- Estates – Conversion of space at Ordsall HC for new primary care provision to commence
- Social Value / co-production Over 80% of Health and Wellbeing Board organisations are now accredited Living Wage Foundation Living Wage Employers. Review of Salford’s ‘Social Value Toolkit’ ongoing. Launch of 10% Better campaign – with organisational pledges received from public, business and VCSE sectors. Development of person and community centred approaches including social prescribing continues.
- Public engagement: Health and social care and system pledges developed, launched and promoted along with public pledges. Crucial crew – engaged with 1500 year 6 children on #sugarsmartsalford campaign and a new Brownie booklet / badge developed and being rolled out across Salford
- GULP campaign rolling out in St Patrick’s Winton with a challenge to consume no sugar drinks for 21 days and Change 4 Life roadshow in Tesco Salford engaging shoppers on 100 calorie snacks
Key Highlights

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

Risks / issues and mitigation (where provided)

• Clarity on future direction of out of hospital services at neighbourhood level and impact on estate strategy - managed through ICS programme
• 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.
• Achievement of ‘Integrated Place’ savings and securing ongoing resource requirements for subsequent phases

Appendix A: Detailed Highlight Reports by Programme

(as at 02/02/18) For queries contact: Adam Hebden (adam.hebden@nhs.net)
### 1. Prevention: 1.1 Population Health

**SRO:** David Herne  
**PM:** Gillian McLauchlan

#### 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 – Population Health Transformation Funding submitted in November and £3.4m approved on 5/12/17. Fund subject to 3 conditions. Funding mechanisms agreed and in place and first tranche funding drawn down. Governance arrangement established
- Mobilised clustered commissioned Substance misuse services.
- Revisiting population health outcomes for discussion with LPIB after discussion at HWB
- GM Work and Health programme progressing, and part of Deep Dive at last HWB
- Work commenced on the Physical Activity Framework following Live Well Deep Dive at HWB to embed the approach, gain strategic support and agree action plan

#### Planned for next period
- Establish and agree governance arrangements for population health having mapped reporting of relevant work.
- Steering groups, PIDs and evaluation frameworks completed of TF funded work.
- Commence review on health checks programme in line with GM activity and Salford Standard

#### Issues / Risks
- Capacity to ensure delivery locally of GM and local priorities

### 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
- Work continues on the alignment of the GM and Salford perinatal mental health pathways.
- Emotionally Friendly Schools work progressing
- Mobilisation of the pathfinder for Children with Disabilities using outcome measures including family and professional satisfaction surveys to be completed at multi-agency meetings, and arrange further briefing / feedback sessions for staff outcome measurements agreed and initial satisfaction surveys have been undertaken. Further briefings and feedback sessions have been offered to schools to aid embedding of the process. The current pathways and processes are being challenged as part of this work.
- Report and analysis received from Better Communication with a presentation to be delivered to Programme Oversight Group 5/2/17
- Plans in place to extend the adult RAID service to all-age provision.
- Continued implementation of national maternity review, in collaboration with Bolton and Wigan. On track to meet national trajectory for maternity personal budgets, Ingleside renovation is due to complete and work is developing to ensure a community provision in the centre work with Royal Bolton FT
- CAMHS waiting time recovery plan received, discussions with provider ongoing

#### Planned for next period
- Development of the programmes relating to the Start Well element of the Population Health GM transformation fund
- Further development of the Integrated commissioning conversation across Salford CCG and CC
- Ongoing evaluation of existing pilots and pathfinder and development of a 0-25 performance score card

#### Issues / Risks
- Work ongoing to fill project manager roles
- Joint governance / pace of decisions
### 1. Prevention: 1.3 Wider determinants of health and wellbeing

<table>
<thead>
<tr>
<th>SRO: David Herne, Debbie Brown</th>
<th>PM: Jacquie Russell, Jonathon Stancombe, Alison Burnett</th>
</tr>
</thead>
</table>

**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 Employment and Skills Strategy
- Review of Community Safety Strategy and work plan to tackle domestic abuse

<table>
<thead>
<tr>
<th>Progress this period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poverty strategy delivery: The Poverty strategy action plan focuses on pieces of work not captured in other areas (e.g. work and skills and health/locality plan). Key areas progressing during 2017-18 include: Food poverty (food clubs and food share in neighbourhoods), financial inclusion, crisis support (food voucher scheme with local supermarkets), school holiday food initiatives (children on school meals support).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Progress against plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>On track with key milestones</td>
</tr>
</tbody>
</table>

| GM Working Well – the new Work and Health programme went live on Jan 29th 2018 and will support over 2,000 residents in Salford over the next five years |

| Employment and Skills Strategy: more detailed action and outcome plans are being developed and delivered |

**Planned for next period**
- 1 year on progress report for anti poverty strategy – including contribution of all partners (includes elements of skills and work and health) – Feb/Mar 2018
- Employment and Skills Strategy – performance since the Strategy was launched in June 2017 will be considered by the Skills and Work Board in April 2018.

**Issues / Risks**
- The coordination arrangements for wider determinants deliverables are complex and have yet to be agreed. Similarly, reporting and oversight overlaps across HWBB, life and skills board, Safeguarding board. In the first year this has been managed informally but over time may lead to a drift from the key actions and limit the impact of this area.

---

### 2. Better Care: 2.1 Quality of Care

<table>
<thead>
<tr>
<th>SRO: Francine Thorpe</th>
<th>PM: Various, update provide by Adam Hebden</th>
</tr>
</thead>
</table>

**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

<table>
<thead>
<tr>
<th>Progress this period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safer Leadership summit event held in October; good level of engagement across all partners, delegates gave feedback on how the programme has shaped their thinking around safety and the improvements that they have made as a result of attending. Ongoing improvement projects being taken forwards as a result</td>
</tr>
<tr>
<td>Safer Handover – Follow up event held in November, 3 areas of improvement now being progressed with project management support being provided by Haelo</td>
</tr>
<tr>
<td>Care Homes – Summit event held in January 2018; feedback from 9 care homes that had attended was positive, all could evidence safety improvement as a result of their involvement. Falls change package being developed to share with other providers.</td>
</tr>
<tr>
<td>Safer Medicines – full report on all improvement programmes compiled, agreed to progress to the development of a city wide medicines strategy</td>
</tr>
<tr>
<td>Evaluation report received at Safer Salford Programme Board in January; plans being developed on which elements of the programme to take forwards into 2018/19</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Progress against plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>On track with key milestones</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planned for next period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to progress actions from safer handover event</td>
</tr>
<tr>
<td>Maintain focus on care homes assurance and improvement – develop plans for engagement event with registered managers in April</td>
</tr>
<tr>
<td>Continue to work on integrated quality and safety strategy for 2018/20</td>
</tr>
</tbody>
</table>

**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
### 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 – linked to Right Care
- **Workforce development plan and estates development plan to support system changes.
- **Implementation of NBI initiatives to enhance primary care services e.g. Diagnostic hub, SWEAP, Acute Visiting Service**

#### Progress this period

- **Urgent Care Team (Crisis Response) and the Neighbourhood Enhanced Care team (ECT):** Recruitment continues and staff are commencing in post, estate options have been identified and day 1 IM&T solutions are agreed. The Urgent Care Team and the Swinton ECT aims to launch in April 2018 with the Eccles and Irlam ECT following later in the quarter.
- **Home Care Services Re-Procurement:** Procurement stage underway with award of contract in April 2018. Mobilisation and transfer of care to commence the new services from 1st July 2018.
- **Public Engagement:** The final report from the Big Health & Care Conversation is completed and has been shared with partners. The results have shown the majority of people are receptive to the idea of change and bringing care closer to home. Feedback was shared at the Public Pledge celebration event on the 24th January 2018.
- **Work with Voluntary Community and Social Enterprise sector:** Work progresses to develop a service level MoU with CVS to support the transformation work.
- **Intermediate care:** A public consultation event took place in December on the proposed intermediate care facility plans. A number of environmental concerns were raised which are being considered by the council.
- **Salford Wide Extended Access Project (SWEAP):** Roll out has continued, as planned, with Extended Access now launched in three neighbourhoods; Swinton, Eccles and Irlam and Broughton.
- **Primary Care Streaming in A&E:** commenced, as planned, in October and provisional data on activity is being explored alongside A&E activity data.
- **Better Care Fund:** quarter three performance reports submitted. Awaiting GM graduation application outcome.
- **Primary Care Transformation:** The Primary Care Investment agreement was agreed in December which includes the funding for care navigation and medical assistant projects plus extended access.
- **National Diabetes Prevention Programme Digital pilot:** communications to GPs have been issued to raise awareness of the digital support option for patients which is being tested in Salford with a target of 700 patients to use the support tool in 2018.
- **End of Life Care:** Salford has been successful in a bid to Macmillan to be an early adopter site to test and evaluate an enhanced seven day Specialist Palliative Care Service during 2018/19 and 2019/20. This builds on Salford's well-established seven day community service and will provide additional staffing for the new test service.

### Planned for next period

- **Continued mobilisation of the Neighbourhood Enhanced Care Team, the Urgent Care Team, the Falls Service and Acute Home visiting in Ordsall neighbourhood.
- **Neighbourhood leadership recruitment to posts to commence in January 2018.
- **Big Health & Care Event to be held on the 24th January to feedback the conversation campaign to Salford public, staff and stakeholders.
- **Advice and Guidance proposal to be presented to the integrated care advisory board (ICAB).
- **Decision from Salford Integrated Record (SIR) Board on the use of SIR data for risk stratification.
- **Proposal for basket of indicators, relating to Care Homes, for the GM Investment Agreement to be presented to ICAB and GMHSCP.
- **Progress scoping and initial PIID for Centre of contact.
- **Implementation of multiagency process for identifying adults at risk, pro-active care planning and rapid response for adults with complex needs / vulnerable adults.
- **Redesign of intermediate care services, introduction of crisis response service, AHP review, home care redesign and care homes.
- **Revised High volume across multiple pathways e.g. MSK / Spinal, Falls – linked to Right Care.
- **Workforce development plan and estates development plan to support system changes.
- **Implementation of NBI initiatives to enhance primary care services e.g. Diagnostic hub, SWEAP, Acute Visiting Service**

#### 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 the new models of care that are in development.
- **Estates - lack of suitable estates and time delays - with estates may impact on neighbourhood planned clinical / care services. There are potential delays with Eccles, Irlam and Cadishead Enhanced Care Team mobilisation as agreement of clinical space has not yet been achieved.
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**
- Work has continued at a North West Sector (NWS) level around the priority areas agreed by the Directors of Commissioning (DOC’s) these include: - Paediatric general surgery, breast services, elective orthopaedics, benign urology and Neuro rehabilitation.
- The business case for ‘Greater Manchester Major Trauma Services Principal Receiving Site’ was supported by the GMH&SCP in December 2018. The business case still requires approval by DOH and HM Treasury before capital monies are released. Salford Royal is presently working with external agencies to develop the design of the new build to support the commercial case in preparation for final capital approval.
- Following a number of resilience issues Dermatology has now been added to the NWS priority services list and a case for change for a NWS service model is in development. Given wider GM resilience issues Dermatology has been escalated to GM and is being considered as a transformation priority.
- A GM wider dermatology group has been focusing on: Development of a GM Model Framework for dermatology services, GP Education programme, access to Advice and Guidance and understanding the scope for tele-dermatology.
- A GM Case for change paper has been developed this outlines the case for changing the way that Neuro-rehabilitation Services are delivered across Greater Manchester: GM wide work is underway to develop a case for change for the delivery of a community based model for outpatient Neurology services.
- Transformation of breast services has been identified by GM H&SCP as one of the priority services for transformation on a GM and NWS basis and for consideration as a single sector service. NWS are producing a breast service case for change.
- A CCG Cancer Plan for the period up to 2021 has been developed, the plan aligns with the GM Plan, National Plan and Local Population and Locality Plans this includes a focus on Cancer waiting time targets.
- Review the GM Weight Management Pathways, responsibility for SRFT. Commissioning Bariatric surgery is transferring to CCG’s and is now reflected in contracts with SRFT.

**Progress against plan**
- Dependent on approval of the business cases including capital investment

---

**Planned for next quarter**
- Focus on the development of workforce strategies to deliver the standards for the NW sector.
- Continue work to complete the delivery of Paediatric surgery solution for the NW sector - work with GM team - expected resolution.
- Complete work around the development and delivery of NWS service delivery models for Dermatology and Breast services.
- Support additional work at a GM level in relation to the above and also elective Orthopaedics.
- Ensure completion and delivery against the Urgent Care Improvement Programme and winter resilience plans and ensure continued planning.
- Further develop the local Cancer plan to support work on cancer waiting time targets.

**Issues / Risks**
- Further work to complete the case for change in relation to paediatric high risk surgery model required for the North West (NW) sector.
  The Healthier Together (HT) standards stated that paediatric high risk surgery should be co-located with the high risk adult surgery this needs to be considered alongside local interdependencies.
- Continuing GM barriers that could delay implementation in the NW sector, namely Radiology, Workforce and lack of capital funding. All 3 of these issues being taken forward through the GM Health and Social Care (H&SC) governance arrangements.
- Additional work required from the 3 NW Sector providers around future governance arrangements for single service ways of working- for example change in organisation form or partnership arrangements underpinned with signed agreements.
- Ensuring timescales are appropriate is a current challenge, responding to localised need amidst the need to look at a NWS solution whilst being grounded in the context of GM wide developments. For example the NWS Partnership Board agreed that attention should be given to an interim dermatology solution to support Bolton Foundation Trust (FT), recognising the need to develop a new model of care for the sector, whilst being sited on the potential for a GM service model.
2. Better Care: 2.4 Hospital Group – Acute Care Collaboration

SRO: Raj Jain  PM: Oz Khan

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
• Control Centre: We have delivered a beta / framework control center bringing together operational information and decision makers. This has supported pilot work to change in-patient process with technology enablers An interactive tool to estimate critical care length of stay following elective surgery has been developed and handed over to the surgical / critical care teams.
• Clinical Decision Support work continues selecting 37 pathways for analysis piloted as part of the Global Digital Exemplar programme.
• GM Transaction Board has been setup to define future of Pennine. MFT is preferred acquirer for North Manchester General Hospital and Salford preferred acquirer of Oldham, Rochdale and Bury sites.

Planned for next quarter
• Start of Phase 2 of control centre programme – progressing with Control Centre procurement.
• Strategic case development for NHSI re acquisition of Pennine services (subject to agreement).
• CDS pathways to be prioritised and implemented over the period of the GDE programme.
• Counterfactual development of Pennine ‘As-is’ and future state when integrated to Northern Care Alliance.

Issues / Risks
• Agreeing timeline and funding for transaction work.

2. Better Care: 2.5 Mental Health and learning disabilities

SRO: Judd Skelton  PM: Tony Marlow, Clare Mayo, Kerry Thornley

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 comms 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
• Progressing plans for MH investment to meet Five Year Forward View compliance and support VCSE capacity
• GM investment for the Salford MH Liaison service secured and allocated
• MH Needs Assessment underway, informed by GM priorities and local understanding of need
• Suicide prevention strategy actions underway with specific awareness raising and communication workstreams. GM work relating to suicide bereavement will be led by Salford CCG. Application for national suicide prevention accreditation process is underway.
• GM MH workstreams regarding Out of Area Placements and Early Intervention in Psychosis underway and informing local Salford approaches

Planned for next period
• Engagement sessions with staff groups and service users / carers to inform the mental health needs assessment with a view to strategy development in March / April.
• Update against suicide prevention action plan due in February. Community awareness raising resource expected March which will then be tested in two pilot areas of Salford.
• Work to bring together children & adults risk registers, and further work on transitions with the aim of preventing high cost, out of area placements.
• Health Needs Assessment to be finalised for ASC & ADHD.
• Reduce the number of patients with LD and/or Autism that are in hospital and/or out of area.
• LD Supported tenancy to be re-specified and re-procured using the GM Flexible Purchasing System.
• Develop Community Dementia Strategy with Action plans to meet the GM Dementia United Standards
• Agree progress for VCSE MH investment and development
## 3. Enabling Transformation: 3.1 Integrated Place

**SRO:** Debbie Brown / Charlotte Ramsden  
**PM:** Jacquie Russell / June Roberts  
**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

- See 1.2 Best Start in Life and 2.2 Integrated Care System
- PSR: An initial Salford response to the PSR Strategic Assessment was submitted in mid-January. The form of this submission changed several times, responding to changing requirements by the GM PSR Team. Our submission therefore focused on key strengths and points of learning, and specifically drew out those issues we thought could be best addressed at a GM level. This information was drawn from the two workshops with H&WB members in late 2017.
- Salford has also now submitted its bid for residual TF investment funding. The timeline for this submission was brought forward to early January. To ensure timely submission the bid was agreed by the Lead Member for Children and Young People’s Services.

### Planned for next period

- A detailed implementation plan for the PSR investment will be developed following release of the funding by the GM Reform Investment Panel to include:
  - A review of pilot activity in West Locality and stakeholder engagement / staff consultation on a new model of delivery commenced during early 2017/18 in order to reach formal agreement on and recruit to a new staffing structure by the end of 2017/2018.
  - A new Integrated Early Help Family Hub neighbourhood model to formally roll-out city-wide from March/April 2018 and a comprehensive workforce development programme supporting implementation.
  - Activity to test an all-age neighbourhood model to continue from 2018/19 and a commissioning review and ICT development to support an integrated model will be ongoing.
  - A framework to support evaluation will underpin delivery and options for a future sustainable model to be reviewed during 2019/20.

### Issues / Risks
- Achieving savings and securing ongoing resource requirements for subsequent phases.

### Progress against plan

See status in 1.2 and 2.2

## 3. Enabling Transformation: 3.2 Integrated Commissioning & streamlining support

**SRO:** Anthony Hassall, Charlotte Ramsden,  
**PM:** Jacquie Russell, Hannah Dobrowska  
**Key Deliverables 2016-2018**

- Establish a Strategic Commissioning Function (SCF) function in Salford which delivers a significant integrated funding/pooled budget across health and social care (subject to approval by SCC and SCCG, which will include implementation timelines).
- Streamline support services to support the SCF (subject to approval by SCC and SCCG).

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

### Progress this period

- Work programme continuing to progress and project plan being developed.
- Following agreement by Council and CCG reference group in January, option 5 (three integrated funds for children, adults and primary care) and option 6 (one single H&SC fund) are being developed further as “doing nothing” was not considered to be an option.
- Financial modelling presented to reference group on 31st January, including financial risks.

### Planned for next period

- Briefings to Cabinet and informal Governing Body meeting in February/early March so that a preferred option from these 2 options can be recommended for approval at the Governing Body/Cabinet meetings in March 2018, with expected agreement for implementation in April 2019.
- Risks to be considered in greater detail before a formal decision is made.
- Need to consider governance and legal constraints on pooled budget scope and any “red lines” that each organisation may have at this stage.

### Issues / Risks
- Four risks are being considered currently: (1) Ability to fulfil statutory responsibilities, (2) Deficit position of budgets, (3) Management of new areas of risk, (4) Distraction from delivery of the CCG and SCC’s operational plans during implementation of changes.
- There is also a risk that if decision making is delayed and not taken in March then key milestones may not be achieved in 2018/19.

### Progress against plan

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

**Key Deliverables 2017-19**

- To enable all front line staff from all partners to work seamlessly from any site across Salford
- To deliver free Wi-Fi in all public buildings
- Deliver a single City portal for easy access to all services. Use My-City portal as base.
- Engage citizens in more digital work
- Deliver an Integrated Care Record for Care (SIRC) for the ICO/SPCT to be accessible at the point of care.
- Agree a standard for sharing across GM (if possible) and across Salford.
- Engage third sector partners in the digital programme in particular information sharing and e-communications
- Global Digital Exemplar benefits to economy

**Progress this period**

- NHS Wi-Fi activated in 40 out of 44 GP practices (as at Jan 2018). Wi-Fi solution for all public sector workers enabling mobility across sites (GovRoam) planned to take place in early months of 2018. GovRoam Wi-Fi solution will offer all public sector workers mobility across sites. This starts rolling out in December: SIRC Wi-Fi now available in GP sites.
- My City had a soft launch in October, go live 11th January 2018. All governance issues have been addressed.
- My City Health is live https://mycityhealth.co.uk/
- Initial pilot to allow e-referrals from GP to Citizens Advice Bureau (CAB) started.
- SIRC dbMotion project paused due to US/UK issues, Interim solution project started.
- GMH&SC have awarded Salford funds to support the Neighbourhood and Crisis teams and extend the SIRC project.
- GDE Scope expanded to include digital solutions for Community and ICO teams. Solutions developed for new Crisis Team model of care

**Planned for next period**

- Complete Wi-Fi in general practice. Advertise GovRoam to staff. Full communications campaign to staff and public about Wi-Fi availability. My City full launch January 11th 2018.
- Further work on CAB project.
- Project plan for SIRC interim solution finalised. Future of SIRC with dbMotion agreed.

**Issues / Risks**

- Project has had to be reset and an interim solution delivered. My City Portal has made good progress with a full launch planned in January. Funding for local projects has been confirmed from GM H&SC.
- Healthcare & Social Care funds very restricted to NHS capital via Trusts meaning some projects cannot receive additional funds

---

3. Enabling Transformation: 3.4 Estates

**Key Deliverables 2016-2018**

- Development of 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**

- Final approval of Little Hulton business case, including selection of preferred procurement option
- Nearing completion on agreement of relocation of MFT antenatal at Lance Burn Health Centre. Contractor now on site for Ingleside development, slight delay to planned completion date
- Workshop held with stakeholders for the Lower Broughton development
- Planning for neighbourhood asset review process commenced

**Planned for next period**

- Relocation of Pendleton IC team to St James to facilitate MFT move to Lance Burn. Agreement on final level of non recurrent support for MFT antenatal move.
- Conversion of space at Ordsall HC for new primary care provision to commence
- Clarity on likely occupation of future Lower Broughton HC development on Mocha Parade
- Continuing dialogue with stakeholders for new Irlam development
- Commence data collection and stakeholder workshops for Neighbourhood Asset Review
- Completion of Salford health response to Greater Manchester Spatial Framework
- Decision on funding availability for SRF/ masterplanning work from Greater Manchester HSCP.

**Issues / Risks**

- Clarity on future direction of out of hospital services at neighbourhood level and impact on estate strategy
- Delay in joint appointment of out of hospital estates project manager by ICO and CCG
### 3. Enabling Transformation: 3.5 Workforce

**SRO:** Francine Thorpe  
**PM:** Sam Betts, 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
- Workforce Locality Transformation meeting to agree further task and finish groups around a locality approach to workforce well being, apprenticeships and induction.
- Workforce development and activities on the test of change in Neighbourhood enhanced care teams across Swinton and Eccles.
- Greater Manchester Workforce collaborative workshop to further understand the offer and synergy with locality workforce strategy

#### Planned for next period
- Updates from task and finish groups on progress.
- Submission of final workforce strategy and implementation plans.

#### Issues / Risks
- Capacity for overseeing the delivery of the plan.

### 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
- Continued development of social value work as part of GM Population Health Plan – including progress towards review of GMCA Social Value Policy in line with GM Strategy
- Review of Salford’s ‘Social Value Toolkit’ ongoing
- Development of a communications plan for the 10% Better campaign now in progress
- Population Health Transformation fund has now been approved for Person and Community-Centred Approaches. Initial mobilisation work in progress, with programme start date of April 1st 2018

#### Planned for next period
- Programme Initiation Document for Person and Community Centred approaches (including neighbourhood social prescribing model)
- Drafting of MOU between Salford Together and the VCSE sector in Salford
- Investment Round Table discussion around VCSE funding (March)
- Initiation of review of GM Social Value Policy (Itc)
- Launch of updated social value toolkit (March)

#### 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, and an allocation has been included with the Population Health Transformation Fund bid.
### 3. Enabling Transformation: 3.7 Research and Innovation

**SRO:** Francine Thorpe, Debbie Brown  
**PM:** Kirstine Farrer, Stephen Fry

**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**
- The locality programme board received a ‘deep dive’ in December on research and innovation including: Development of robust partnerships with academia, eg: development of academic GP posts and fellow, applied health research; Kidney Health; Organising Healthcare and Exploiting Technologies, Salford National Diabetes Prevention Programme (NDPP)
- Innovation in prevention with the voluntary sector including: Incredible Edibles - promoting healthy eating and address social isolation. Arts in Dementia, Langworthy Men’s Mental Health and Wellbeing Service, Change Up Programme – to engage children in schools around domestic abuse.
- Innovation areas which have become recurrently funded including; practice pharmacists, Personal health trainers, IAPT shared point of access and bereavement support

**Planned for next period**
- Optimise opportunities for local residents to engage in research projects in primary or secondary care, ‘consent for inclusion’ in studies.
- Ensure Salford residents are aware of the opportunities to participate in ALL trials and the results.
- Population health and public health – aim to develop a network for the QI fellows and academic GP’s and trainee PH consultants to work together in 2018.
- Develop primary care Clinical Research Facility (RCF) in partnership with SRFT. Develop more robust partnerships with the University of Salford – dementia is one of our research priorities for 18/19.

**Issues / Risks**
- Whilst Salford CCG continues to make progress with their innovation and research strategy we could achieve a more cohesive approach with better integration.
- SRFT a new R+D cabinet – 2 meetings with new R+D cabinet. No formal engagement to date regarding strategic direction or update on implementation of their R+D strategy.
- Restructure of GM Innovation and Research agenda can be distracting (e.g. AHSN merging with HinM, GM CLAHRC has just been extended for a 9 month period).

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

### 3. Enabling Transformation: 3.8 Public engagement

**SRO:** Hannah Dobrowolska  
**PM:** Claire Connor

**Key Deliverables 2016-2018**
- 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.
- 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.
- 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.
- SYSTEM PLEDGES – Salford’s give and take agreement
- APPROPRIATE USE – supporting winter pressures issue

**Progress this period**
- System pledges developed, launched and promoted top the public. Social media campaign launched around pledges
- Crucial crew – engaged with 1500 year 6 children on #sugarsmartsalford campaign
- Brownie booklet / badge now being rolled out across Salford
- GULP campaign rolling out in St Patrick’s Winton with a challenge to consume no sugar drinks for 21 days
- Change 4 Life roadshow in Tesco Salford engaging shoppers on 100 calorie snacks
- Falls presentation designed to be rolled out to community staff across Salford

**Planned for next period**
- Encourage partners to promote pledges film
- Media launch event for Brownies work
- GULP evaluated and if effective, rolled out to other Salford schools
- Press work regarding 12 months since started sugar free vending
- THINK! Why A&E outdoor advertising campaign being rolled out Feb – May
- Develop vascular dementia campaign (age well)
- Promote Age Friendly City

**Issues / Risks**
- N/A

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