



Manchester Health & Care
Commissioning

A partnership between Manchester
City Council and the NHS



MANCHESTER
CITY COUNCIL



Manchester
Clinical Commissioning Group

MHCC Commissioning Strategy

July 2017



Development of the Strategy (1)

- Recognising starting position – Context
 - Greater Manchester Strategic Plan
 - Manchester Strategy: Our Manchester
 - Manchester Locality Plan
 - Local opportunities and challenges across the city
 - Strong asset base (Our Manchester)
 - Strong partnership working across health and care – integration in practice
 - Poor Health outcomes
 - Economic challenges for city
- MHCC - Strategic commissioner = different approach



Development of the Strategy (2)

- Strategy Overview:
 - System strategy – including refresh of the Locality Plan
 - Missions, vision & values MHCC - co-produced with staff
 - Strategic aims for the system
 - Overview of the assets and need across Manchester
 - How we will work – strategic commissioner
 - High level milestones for the transformed system



Development of the Strategy (3)

- Co-production

- CCGs' Joint Board
- Executive Team
- Community – Community Explorers, Citywide PPAG, GM BME Group
- Insight from previous patient and public engagement
- 'Solve it' sessions MHCC staff
- MCC Senior Management Team
- MCC key stakeholders across education, leisure, employment, skills, housing
- Sessions with all MHCC staff – realising the strategic aims

GM Health and Social Care Partnership
(Transformation Fund supporting Manchester's plans)

Manchester Health and Wellbeing Board
(chaired by leader of the Council)

Manchester Investment and Transformation Agreement

Single Hospital Service

Who

- North Manchester General Hospital
- Central Manchester Hospitals
- University Hospitals of South Manchester

What

A new single organisation providing hospital-based services across Manchester.

**CMFT/UHSM Merger
October 2017. NMGH to
join 12-18 months later.**



Manchester Health & Care Commissioning

Who

- NHS Manchester CCG
- Manchester City Council

What

New strategic commissioning function setting strategy and supporting change, with a focus on quality and performance.

**MHCC in place as of April
2017**

Single Contract

Single Contract

Local Care Organisation

Who

- Community Based Health Services
- Social Care
- GP services
- Mental Health Services
- Voluntary/Community Sector Providers

What

Community-based, joined up services working with community assets to support healthy living.

**Provider selection process
began in February 2017.
Single contract by April 2018**



Greater Manchester Mental Health NHS Foundation Trust
New mental health provider for the city in place following swift transaction process.
Will form a key element of the Local Care Organisation (LCO)

Clinical Leadership – Residents', staff and carers' views
Shared care record, IT, facilities and common clinical pathways



Working Together for a Healthier Manchester Our Commissioning Strategy Aims



Improve the health and wellbeing of people in Manchester

- ⇒ Proactively support people's health by starting well, living well, ageing well and at the end of life.
- ⇒ Improve both mental and physical health.
- ⇒ Provide services fairly, to reduce local variation in healthy lives.



Strengthen the social determinants of health and promote healthy lifestyles

- ⇒ Enable healthy lifestyle choices and prevent ill health.
- ⇒ Support improvements in housing, jobs, education, the economy and people's social connections.



Ensure services are safe, equitable and of a high standard with less variation

- ⇒ Coordinate health and care, ensuring safety, quality, value for money and high standards for all.
- ⇒ Transform the health and care system, shifting care from hospital to the community.



Enable people and communities to be active partners in their health and wellbeing

- ⇒ Build on the strengths of communities, voluntary groups and social networks.
- ⇒ Invest in individuals and carers, supporting them to manage their own health.



Achieve a sustainable system

- ⇒ Reinvest the savings we make into better care.
- ⇒ Balance our finances now and in future years.
- ⇒ Develop our workforce so we have committed, healthy, skilled, people where and when they are needed.



Strategic Commissioning

Strategic commissioner

Commissioning for **outcomes**

Commissioning and **transforming systems**, not services

Assuring performance, quality and safety of commissioned services

Driving **collaboration and co-production**

Promoting **strength and asset based** approaches.
Building **social value**

Ensuring **equity** – access, outcomes and experience

Evidence and intelligence led

Ensuring a **sustainable system**

Strategic influencer & partner

Health and social care

Public, voluntary, community sectors and beyond

Wider determinants

Locally, regionally and beyond

**Strategic
commissioner**

+

**Strategic
influencer /
partner**

=

System leader

System Milestones for Delivery of Aims

Improve Health and Wellbeing of People in Manchester: Service Transformation

Year 1 First stage commissioning of a unified health and care system for Manchester

- Procurement complete for the Manchester Local Care Organisation for out of Hospital health and care in scope
- Single contract for Single Hospital Service (UHSM/CMFT merger) and the same contract North Manchester General Hospital

Year 3 - Continued organisational development of the three pillars

- Residents and patients benefitting from the delivery of transformed services e.g. High Impact primary care, transformation of the reablement service across the city, primary prevention programme, better support for carers preventing carer breakdown, expansion and transformation of extracare support across the city enabling people to stay in their own homes, city wide 'home from hospital' services.
- Fully implemented priority pathways of care for patients ; acute mental health, common mental health problems and psychosis.
- Established model of neighbourhood working, with primary care at the centre of neighbourhood delivery
- Fully integrated pathways between community and hospital settings
- Incorporation of North Manchester General into the Single Hospital System
- MHCC development as a strategic commissioner ; transfer of operational commissioning function to the LCO
- Inclusion of children's health and care services within the LCO and associated service transformation plans

Year 5 - Patients across the city experiencing the benefits of the SHS and LCO, and GM Mental Health FT

- Better continuity of care wherever treatment is received
- Consistently high standards of services at all hospitals
- Stronger teams sharing specialist skills 24/7
- Full delivery of the Mental Health Improvement Plan
- People in neighbourhoods have greater independence, and more capable of self-caring and making informed decisions about their health and care
- More joined up patient record and clinical systems
- Less duplication and waste across sites
- Increased opportunities to attract research funding
- Attraction and retention of best staff

Year 10 - Radical improvement of health outcomes and experience

- An integrated health and social care system supporting people to make healthier choices
- People have the right care at the right place at the right time
- Established and successful working with the voluntary and community sector finding innovative ways of reaching those communities that remain untouched by Manchester's success, creating resilient and vibrant communities of people

System Milestones for Delivery of Aims

Strengthening the Social Determinants of Health and Promote Healthy Lifestyles

Year 1 – Agreed approach across the system to achieving greater impact on and benefit from the wider determinants, for example - System agreement of Manchester Population Health Plan, including ‘top 6 priorities for Manchester (to be confirmed)

- Giving every child the best start – improving outcomes in the first 1000 days of a child’s life
- Giving people and communities a voice in what happens to them
- Strengthening the positive impact of work on health
- Ensuring a healthy standard of living – reducing family and fuel poverty to provide safe, warm, and healthy living conditions
- Creating neighbourhoods and environments that are age-friendly, promote social connectedness and healthy lifestyles
- Identifying health and wellbeing needs early and intervening early to address them

Year 3 - Tangible impacts of the system social value contribution to wider determinants

- Increased employment of local people in the health and social care sector
- Increased number of apprenticeships available to local residents
- More sustainable tenancy arrangements through better mental health support to both landlords and residents

Year 5 – Evidence developed across the city of impacts of the health and care system social value contribution to wider determinants

- Consideration of health and social care investments wider determinants of health

Year 10 – Achievement of population health plan for manchester – established system for planning and commissioning across health, care and wider determinants.

- Significant progress made toward bridging the inequality gap closed between Manchester and the rest of the UK, and also within the city.
- Narrowing of the gap between life expectancy between the poorest and richest parts of Manchester

System Milestones for Delivery of Aims

To Achieve a Sustainable System: Investment

Year 1 - Significant Investment across the health and care system to drive transformation

Year 3 - Systematic review of investment/disinvestment to drive transformation

Year 5 - Systematic review of investment/disinvestment to drive transformation - Full evaluation of transformation investment across the system

Year 10 - Established whole system approach to investment – linking across health, care and wider public sector

System Milestones for Delivery of Aims

To Achieve a Sustainable System: Measuring and Achieving Outcomes

Year 1 - Manchester Investment Agreement in place

- system wide activity and outcome framework agreed across Manchester, supported by a system wide gain and loss share to drive integration, improved outcomes and efficiency

Year 3 - Outcomes and activity improvements in line with the Manchester Investment Agreement trajectories

Year 5 - Full achievement of the Greater Manchester and Manchester Investment agreement indicators (covering financial, activity and outcome based measures)

- Financially sustainable health and care system (closure of financial gap)
- SHS operating within financial balance
- At least 994 more children school ready across the city
- At least 4,517 fewer children living in poverty across the city
- At least 720 fewer deaths from preventable respiratory, cardiovascular disease and cancer

Year 10

Achievement of the Our Manchester Strategy

- A thriving and sustainable city
- A highly skilled city
- A progressive and equitable city
- A liveable and low-carbon city
- A connected city

System Milestones for Delivery of Aims

**To ensure that services are safe, equitable and of a high standard with less variation:
Operational Performance and Quality**

Year 1 - Stabilised operational performance and quality across the system

Year 3 Remove variation and deliver improvements in Quality and Performance across the system

Year 5 - System performance within top 20 percentile against benchmarked peers

Year 10 - System performance within top 20 percentile against benchmarked peers



Next Steps

- Development of System Milestones
- Completion of the Strategy
- Incorporation into the Manchester Agreement (refresh of the Locality Plan)
- Monitoring progress across the system



Health scrutiny feedback

- Questions?
- Is there anything missing?
- How do we continue to engage with the committee?