

Health and Wellbeing Board June 2015

GM Devolution : Manchester Locality
Plan

Health and Social Care sustainability

- The 12 CCGs and 10 Local authorities in Greater Manchester signed a Memorandum of Understanding with HM Treasury to devolve the £6bn health and social care budget to Greater Manchester
- A Greater Manchester locality plan is being developed as part of the development of the GM health and social care devolution agreement
- As part of the devolution agreement, Greater Manchester and Manchester will set out the vision for improvement in health and wellbeing as well as meeting the requirements of NHS constitutional standards linking to the Five Year Forward View. It will also set out the means by which Manchester will achieve long term financial sustainability.
- Sustainability is defined as a health and social care economy which has:-
 - Improved health and wellbeing outcomes by 2020
 - High quality, safe and clinically effective services meeting NHS constitutional standards in the short and long term
 - A balanced budget during the five years to 2020 and a strong footing for long term financial sustainability.
 - Social movement to self care

Greater Manchester Strategic Plan

- As part of the Devolution Agreement Greater Manchester will submit a Strategic Plan which states how it will deliver financial and clinical sustainability in the context of the Five Year Forward View.
- The Greater Manchester Plan will feed into the Comprehensive Spending Review process prior to the autumn statement
- The Plan will include the strategic asks of central government including investment (capital and revenue) and flexibilities in rules and regulations
- The first draft of the GM plan will be needed by the summer 2015 and a final version by December 2015 .
- The GM plan will be built from locality plans based upon CCG/LA footprints.
- The Manchester plan will be developed on a Manchester basis i.e. three CCGs and Manchester LA footprints.
- The Manchester Locality plan will be a shared plan across all the partner organisations and will be overseen by the Health and Wellbeing Board.
- Producing the Locality Plan will strengthen our partnership in the City.

Manchester context and need for change

- Manchester has a significant health and wellbeing gap. Length and quality of life lags England as a whole but also other similar areas.
- Manchester's health and care system will have a financial gap of circa £197m (including £69m specialist services commissioning by NHSE).
- Complex health and social care system with 3 CCGs, 3 Acute Trusts, 1 Mental Health Trust, 1 Local Authority and 100s of independent contractors of primary care (medical, dental, pharmacy and optometry).
- Reform programmes working hard to better manage demand, bridge the finance gap , stem the flow into acute and residential nursing and to ensure clinical/financial sustainability
- Key determinants of clinical and financial sustainability:-
 - Lifestyle choices and behaviours of our population and communities
 - The design of the health and care system
 - The quality of health and care provision
 - The productivity of health and care provision
 - The system enablers e.g. funding models, estates, IT, market management and workforce planning
- Wider determinants:-
 - Manchester's economy
 - Housing
 - Employment
 - Education and skills
- The plan will cover up to financial year 2020/21

Manchester Locality Plan

- As part of the production of the Greater Manchester Locality Plan, Manchester will need to :
 - determine what is required to ensure the City meets the objective of improved outcomes and financial sustainability
 - influence what needs to take place at a GM level
 - identify where it would like to take a leadership role.
- Define for Manchester:-
 - The health and wellbeing gap
 - The care and quality gap
 - The financial gap
- Develop an Evaluation and monitoring plan, linked to the gaps, that tracks progress from the baseline against targets. The evaluation will include CBA and tracking of financial indicators
- Build plan from existing transformation programmes but more required to meet gap
- Production of the plan will use existing partnership governance reporting to Health and Wellbeing Board
- Joanne Newton as Senior Responsible Owner from the Executive HWB Group.

High Level Structure of the Locality Plan Chapters:

1. Strategic Direction

The Plan will need to set out the vision for the delivery of services for the locality and what a sustainable approach would look like. A high level needs assessment will be included by consolidating existing documents and data.

2. Locality Transformation Proposals

The prospectus for reform. A key component of the Plan will be to identify new models of care/ strategies across all settings and the transformational programmes required.

3. Financial Plan & Enablers

To ensure we can benchmark and aggregate effectively, a GM Model will be developed that will enable scenario planning for the significant issues around the changes of services that will be required. The GM Model needs to be capable of modelling at a strategic level the impact of care models and other options which are developed in the New Models of Care work and also will need to pull together locality and sector plans. It will be fed by consistent submissions from each locality.

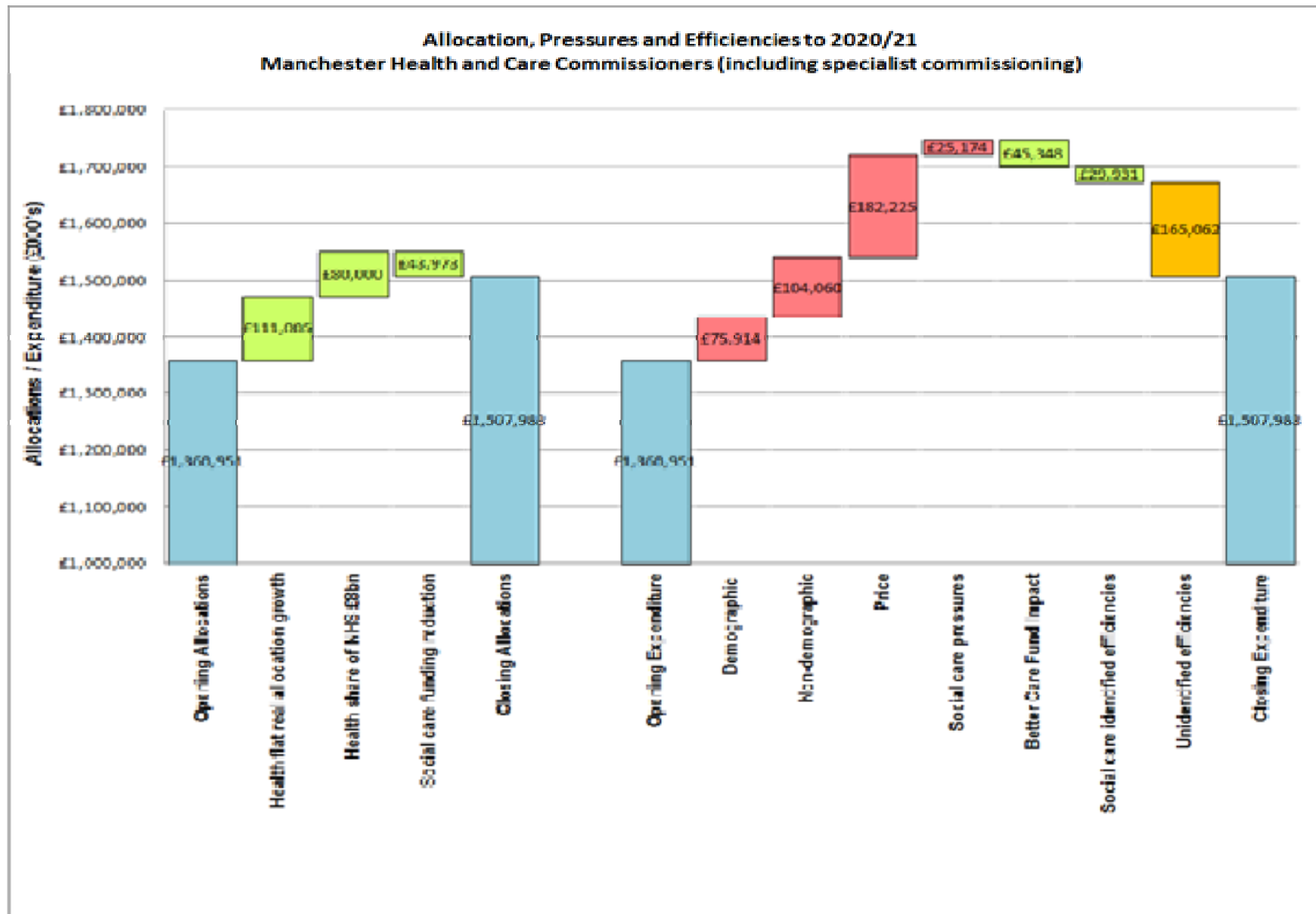
Manchester Locality Plan

- Work underway to produce and finalise the Manchester locality Plan by end of June 2015
- Format will be consistent with GM approach so that they can all be easily assessed and amalgamated as one document
- Content is available for the Manchester Locality Plan , primarily from existing documents agreed by partners, and so drafting is underway.
- Key finance officers are engaged in producing the document and ensuring that it is fiscally neutral. Progress had been made on quantifying the gap and more work is needed to finalise the financial position. Impact assessment of proposals need further development
- The Executive Health and Wellbeing Group on 24 June will receive a draft of the Manchester Locality Plan for consideration and the Health and Wellbeing Board will receive an update on 8 July.
- Manchester's Locality Plan, together with the other 9 GM plans , will be aggregated at a GM level. Best practice will be shared and incorporated into locality plans, as well as activities from GM workstreams such as Healthier Together, Primary Care Transformation programme, Early Years and other PSE activity .

Manchester's health and social care reform programme

- Four strategic aims :
 - Improving health outcomes
 - Improving services
 - Financial sustainability
 - Supporting self reliance
- There is already evidence to suggest that integration is resulting in real improvement to peoples lives. The focus now is to scale up our work
- The Manchester health and social care reform programme includes
 - Secondary care services
 - Living Longer Living Better : One team place based care model for integrated community, primary and social care
 - Mental health provision : review of acute services. Integration of community services
 - Primary Medical Care : extended access as part of demonstrator project
 - Public health reform : targeting spend on complex dependency individuals - alcohol, drugs, well being
 - Age Friendly Manchester : social movement for change
- Joint post of Director of Health and Social Care created and recruitment underway

Financial challenge



Intended Impacts – anticipated shifts in provision & investment

Sector	% share of Health and care budget (current)	% share after locality plan *
Hospital care	43%	Reduction
Mental health	9%	No change
Primary and community	23%	Increase
Prescribing	7%	No change
Social care (adults and children, residential and nursing care) excluding impact of care act	15%	Reduction
Public health	3%	No change

Immediate tasks

























Planning

- 10 draft GM Locality plans produced by end of June 2015
- GM plan produced by mid July 2015
- Submission to comprehensive spending review in August 2015
- Alignment of Locality Plan with Health and Wellbeing Strategy – One City plan
- Develop our asks of Government eg investment (capital and revenue) and regulatory changes to aid delivery

Delivery

- Healthier Together. The Manchester response will be a crucial contribution to GM Devolution quick win.
- MCC and 3 Acute trusts to form a Joint Venture or similar organisational form to provide major opportunity for delivering integrated services at scale across the whole City.
- Implementation of New Models of Care e.g. One Team
- Social movement, connection to the capacity and assets of people and communities
- Progress work on enablers e.g. Workforce, estates and ICT, information and governance, commissioning & support functions

GM - High Level Programme Plan

Devolution Programme Plan on a page	2015									2016			Key  Critical milestones  Internal deadlines
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Programme Board	23 rd 	19 th 		15 th  		18 th 		20 th  		TBC 		TBC 	<ul style="list-style-type: none">May need to add meetings in light of milestones
Strategic Plan			1 st draft Outline Plan to Programme Board		End Aug: 1 st draft Outline Plan to Treasury 			Programme Board review 	Finalised Strategic Plan (inc. locality plans) 				
Establishing Leadership, Governance and Accountability													<ul style="list-style-type: none">Need to identify milestones for:<ul style="list-style-type: none">National and local partnershipsOD leadership developmentPatient and public engagement
Devolving Responsibilities and Resource													
Early Implementation Priorities													<ul style="list-style-type: none">Timeframe for Salford Dementia Pilot TBC
		7 Day Access	AHS S	Healthier Together decision		Public Health		Mental Health	Workforce policy alignment				