

**Manchester Health and Wellbeing Board
Report to note**

Report to: Manchester Health and Wellbeing Board – 9 March 2016

Subject: Progress Update on One Team development and implementation and Local Care Organisation Development

Report of: Gill Heaton, Chair, Manchester Provider Group

Purpose

The purpose of this report is to update the Health and Wellbeing Board on the progress of the Manchester Provider Group in relation to the development and implementation of the One Team approach and the development of a Local Care Organisation.

Recommendations

The Board is asked to:

- Note the revised governance arrangements for the Manchester Provider Group;
- Note the progress and plan regarding the development and implementation of the One Team approach; and
- Note the progress and plan regarding the development of a Local Care Organisation.
- Approve the governance and accountability arrangements before they move from shadow to full implementation from April 2016.

Board Priority(s) Addressed:

Health and Wellbeing Strategy priority	Summary of contribution to the strategy
Getting the youngest people in our communities off to the best start	The Manchester Locality Plan aims to support the Health and Wellbeing Strategy by identifying the most effective and sustainable way to improve the health and social care of Manchester people.
Educating, informing and involving the community in improving their own health and wellbeing	
Moving more health provision into the community	
Providing the best treatment we can to people in the right place at the right time	

Turning round the lives of troubled families	
Improving people's mental health and wellbeing	
Bringing people into employment and leading productive lives	
Enabling older people to keep well and live independently in their community	

Contact Officers:

Name: Gill Heaton
Position: Chair, Manchester Provider Group
Telephone: 0161 276 4738
E-mail: Gill.Heaton@cmft.nhs.uk

Background documents (available for public inspection):

None listed.

1. Introduction

The purpose of this report is to provide an update to the Health and Wellbeing Board on the Manchester Provider Group's progress to date regarding the development and implementation of One Team and the development of a Local Care Organisation. It also describes the proposed changes to the Manchester Provider Group's governance going forward.

2. Background

The Manchester Provider Group was established in April 2015 with the mandate to coordinate a collective response from providers to the One Team specification which it successfully produced.

As described in a briefing note to the HWBB in January, the Manchester Provider Group was asked to be lead on the development and implementation of One Team and the development of a Local Care Organisation. The report also noted that at the meeting in March 2016 the HWBB will be asked to approve the governance and accountability arrangements before they move from shadow to full implementation from April.

3. Revised Governance Arrangements

Following the successful delivery of the collective provider response the Manchester Provider Group has continued to meet on a monthly basis. It has received updates on progress from the CityWide Leadership Group on progress being made around One Team and the work of the Practice Design Team. It has also begun work on the development of a Local Care Organisation in direct response to the commissioners stated intentions to let a single contract for out of hospital care.

Following the mandate for the Manchester Provider Group to lead on the development and implementation of One Team and the Local Care Organisation, a number of providers met to discuss the most appropriate governance arrangements required to ensure that as of April 2016 the Manchester Provider Group will have the appropriate structures in place to focus on implementation and delivery around One Team and the Local Care Organisation. The next six weeks will be spent scoping and designing the architecture required so that from the start of April the Manchester Provider Group will be focussed on delivery.

A draft governance structure beneath the Manchester Provider Group has been discussed and it is recognised further work is required to finalise the governance structures beneath the Manchester Provider Group, particularly in light of existing forums and governance arrangements predominantly associated with One Team. There is also a requirement for revised Terms of Reference for the Manchester Provider Group and a recognition that it will be re-named as the Manchester Provider Board to reflect the change in its role to be focussed on overseeing delivery. The draft governance structure and scope of work for the One Team and Local Care Organisation work will be discussed at the Manchester Provider Group on the 4th March.

In addition, work has begun to articulate anticipated financial, efficiency and quality benefits of this work in order to ensure that there is clarity amongst all partners as to

the outcomes required to be delivered.

4. One Team Development and Implementation Update

The Manchester Provider Group recognises the large amount of work that has been undertaken to date by the Practitioner Design Team and the importance of implementing the Target Operating Models. The Manchester Provider Group intends to clearly scope the work going forward around One Team, building upon the work to date which will involve the development of the Multi-speciality Community Provider model, which will incorporate “One Team”.

There are broadly two objectives for the Manchester Provider Group in progressing this work:

- I. to articulate and describe the development of the One Team model by describing the services that will be delivered through the model at the locality level to prevent acute admission and provision; and
- II. implementing the first phase of the One Team model as outlined by the Target Operating Models in 16/17 (i.e. the integration of adult social care with district and community nursing services).

A key intention of the Manchester Provider Group is that Primary Care is integrated into the implementation of One Team as soon as possible, as this is perceived to be the main driver for the shift of care out of acute setting.

There has been extensive engagement carried out by the Manchester Primary Care Partnership (MPCP) with the Cities 91 GP practices. This level of engagement is labour intensive and requires considerable input from the senior leadership team in the MPCP however the active engagement of our colleagues in Primary Care is a critical factor in delivering both a successful LCO and in delivering neighbourhood based care for our local populations.

In order to support this work the Manchester Provider Group will look to re-focus and prioritise the time of the provider representatives that is currently being utilised by the CityWide Leadership Group.

5. LCO Development Update

On 6th January there was a workshop with wide representation from the Manchester Provider Group and commissioning. The purpose of the workshop was to determine next steps in terms of the development of a single city-wide Local Care Organisation. The majority view from providers present was that a Special Purpose Vehicle is the preferred mechanism for delivering a single contract;

On 13th January there was a meeting of Manchester providers to discuss some of the detail and options following the 6th January event. It was agreed that an Memorandum of Understanding would be drafted which would form the basis of a paper to the Health and Wellbeing Board and address the following:

- Develop a high level MOU between all partners;
- Produce a work programme and resource schedule;
- Organise appropriate decision-making vehicle prior to creation of new entity;

- Produce a vision and overall objectives;
- Clarify the scope in terms of services;
- Clarify decision-making function;
- Clarify relationship between LCO governance and organisation governance / statutory responsibility of bodies;
- Clarify risks/opportunities for members / associates;
- Clarify scope of services in terms of paedys in/out;
- Articulate Due Diligence requirements for potential partners; and
- Agree standard/consistent decision making criteria for expansion

A further meeting with a wide range of providers took place 23rd February to build on this work to date. The purpose of the meeting was to look at options for the creation of a special purpose vehicle (SPV) that will be capable of holding a single contract. There was a discussion around the strengths and weaknesses of three hypothetical models; a social enterprise, a contractual joint venture and a stand-alone charity. There was consensus around learning from what has worked well based on the experiences of other organisations in healthcare, such as GP Federations. The key features of our SPV approach were agreed and these will now be worked up into a more detailed proposal.

6. Going forward

The next six weeks will be spent scoping and designing the architecture required so that from the start of April the Manchester Provider Board will be focussed on delivery, in order to deliver the two following objectives:

- o Further development of the content of the One Team/Multi-speciality Community Provider model.
- o Designing the architecture of the LCO / governance arrangements during 16/17 and, where possible, operating in shadow form ahead of a formal go-live in April 2017.
- o Identifying sufficient resources to enable this work to be developed and delivered at the pace and scale that is required for implementation in April 2017 as described in the Manchester Locality Plan.