



Manchester Health & Care Commissioning

A partnership between
Manchester City Council
and NHS Manchester CCG



MANCHESTER
CITY COUNCIL



Manchester
Clinical Commissioning Group

Driving improvement and transformation- Learning from the Local System Review



Dr Carolyn Kus, Executive Director,
Strategic Commissioning & DASS,
MHCC



Manchester Health & Care
Commissioning

A partnership between
Manchester City Council
and NHS Manchester CCG



MANCHESTER
CITY COUNCIL



Manchester
Clinical Commissioning Group

CQC FINDINGS



The Focus

- How well do people move through the health and social care system, with a particular focus on the interface between the two?
- What improvements could be made?



Manchester Health & Care
Commissioning

A partnership between
Manchester City Council
and NHS Manchester CCG



MANCHESTER
CITY COUNCIL



Manchester
Clinical Commissioning Group

The Questions

- What is currently happening and what are the outcomes for people
- What is the maturity of the local area to manage the interface between health and social care moving forward?
- What else needs to happen?



The Approach

- Local ***system*** and people's ***experiences***
- 3 key points
 - Maintaining wellbeing
 - Crisis management
 - Discharge, step-down, re-ablement



Key Messages

- There needs to be a greater focus on current operational delivery improvement while developing the transformation agenda.
- There needs to be more whole cycle and proactive commissioning and quality contract monitoring to improve the quality of social care services in the city.
- Work is needed with other system leaders within the Greater Manchester area with regard to the secondary care sector to enable streamlined, uniform processes.
- Seven-day working across health and social care, including primary care services needs to be more consistent.
- Priority needs to be given to ensuring a consistent offer of services across the city.
- There needs to be more support for older people with low-level mental health issues



Reflections

- System leaders have developed strong and mature relationships which pave the way for integrated pathways for people living in Manchester.
- There is a compelling strategic vision and progress towards the delivery of this is underway however there needs to be a stronger focus on current operational delivery.
- System leaders need to develop the care sector market with a clearer focus on supporting the quality of services.



Manchester Health & Care
Commissioning

A partnership between
Manchester City Council
and NHS Manchester CCG



MANCHESTER
CITY COUNCIL



Manchester
Clinical Commissioning Group

Manchester City Council



Manchester's Response to the Review

- Helpful stocktake of our progress and current position;
- Assisted in triangulating our journey of transformation and testing understanding of stakeholders;
- Positive feedback regarding strategy, vision, system sign up to transformation;
- Helpful reminder not to lose sight of 'here and now';
- Helpful spotlight on what is working well, and pointers for improvement;
- Reassuring that the findings aligned with our self assessment;
- Proposal to review current work programmes to ensure key actions included and progressed.



What's working well?

CITIZENS

A clear value proposition, with the new models of care having potential to significantly improve health outcomes for people in Manchester

Engagement of public in the development of the transformation strategy

A strong insight about the problems facing Manchester communities

Provision of extra care sheltered housing has enabled people to return to more independent lives

COLLABORATION

Clear shared and agreed purpose, vision and strategy for health and social care

Sense of true partnership between health and social care services based on a significant period of building relationships, including with the VCSE

A clear line of sight between GM and the Manchester vision

A clearly set out plan for the management of transformation funding supported by clear stages of implementation

SERVICES

Community Assessment and Support Service (North)

Nursing Home Service (South)

Dedicated GP service for care homes (Central)

Community Falls Service (Central)

Care and Repair (citywide)

Befriending Services (South)

COPD Services (South)

Multi-Agency Safeguarding Hub - since April 2017

Manchester Advocacy Hub - when engaged early enough



Challenges to address

High rates of attendance at A&E
by people over 65, and
particularly from care homes

Failures in the care market -
market shaping

Workforce challenges -
recruitment, retention etc.

**Inconsistency in the provision
of health and care services**

Maintaining focus on day to day
pressures and risks, while
delivering a significant
programme of reform

**High level of admissions from
care homes for UTIs**

Social care providers experience
difficulties working with
different delivery models, and
a system that is fragmented

**Insufficient use of the VCSE
sector in prevention**

**Absence of embedded Choice
Protocol**

Inability to share information
electronically

A&E waiting delays - more than
4 hrs

Assessments/caseloads for
social workers;

Training and competency of staff
in care homes

Pressures on SALT, OT,
incontinence assessments



What have we been up to of late?

Keeping under constant review
plans and interventions to
reduce DETOC

Reviewing current arrangements
in relation to post discharge
support from primary care

Progress to mobilise New
Models of Care

**Continue to roll out 'Our
Manchester' training to all
agencies including VCSE**

**Reviewing arrangements for
regular meetings with
domiciliary care providers**

Commenced planned strategic
dialogue with social care
providers

Implementing steps to stabilise
the home care market and
considering options for reform
and innovation

**Improvements to
communications regarding
safeguarding concerns
enacted**

Taking steps to review
commissioning priorities and
development of
Commissioning Strategy

Performance dashboard for
Urgent Care Board under
review

**Reviewing current position in
relation to enhanced care in
care homes**

Progress development of single
hospital trust and transaction
of NMGH



Manchester Health & Care
Commissioning

A partnership between
Manchester City Council
and NHS Manchester CCG



MANCHESTER
CITY COUNCIL



Manchester
Clinical Commissioning Group

What next

- Action Plan has been completed
- The report and action plan will be shared with partners ie MHCC Executive, LCO
- Will be monitored and reported to key executives and to HWBB