

## **Appendix 2**

### **Manchester Local Care Organisation (MLCO) Operating Plan 2021/22**

- 1.1. The purpose of this appendix is to outline the approach that the MLCO is following in order to develop an Operating Plan for 2021/22. It will be aligned to the Council Business Plan as there are clear interdependencies between the two plans.
- 1.2. The MLCO Operating Plan sets out the context for the MLCO and our priorities for the next 12 months and how we will work with all partners across public services, acute and primary care to contribute to the delivery of the vision for the city. It outlines our priorities and how the delivery of those priorities will be enabled through our plan for our staff, our IM&T and our estate.

#### **2.0. Background**

- 2.1. The MLCO Operating Plan 2021/22 covers community adult and children's health services and Adult Social Care services. The Council Business Plan will make reference to Adult Social Care services, clarifying that detail on those services will be documented in the MLCO Operating Plan; the rationale behind presenting this appendix to Health Scrutiny.
- 2.2. The MLCO Operating Plan will also outline how the MLCO will work with wider partners in the City during this financial year through its Transition Programme to 'Supercharge' the MLCO as per the approach agreed through the Manchester Partnership Board in January 2021.
- 2.3. The MLCO Operating Plan will not cover detail regarding services for those who are homeless.
- 2.4. The MLCO Operating Plan will be accompanied by a financial plan and strategy that has been developed in partnership with colleagues in MHCC, MCC and MFT. The ASC detail of this has been presented to Health Scrutiny Committee.

#### **3.0. The MLCO Operating Plan 2021-22**

- 3.1. The Operating Plan for 2021/22 is currently in development and MLCO is aiming to publish a final draft of the plan by mid/end-April 2021, noting that timescales are dependent on the publication of national NHS planning guidance.
- 3.2. The context in which the MLCO operates drives the timetable for the development of our Operating Plan. As an organisation tasked with delivering integrated health and social care services for the City of Manchester, we need to balance the timetable for the City Council planning and financial requirements, alongside those of the NHS.

- 3.3. The City Council is working to a timetable of February 2021 to approve its budget for 2021/22 and therefore outline its priorities through its Business Plan. However, the national planning timetable for the NHS (set by NHS England/NHS Improvement) has only to date been outlined in very high-level terms, with more detailed guidance unlikely to be published before the end of 2020/21. This is a departure from the usual national approach and is driven by the NHS focus on the response to the COVID pandemic.
- 3.4. As such at this stage, MLCO is presenting the context (both national and local) and outline priorities upon which its Operating Plan and content will be built to Health scrutiny with a commitment to bring the full draft plan to a future meeting for consideration.
- 3.5. The MLCO has sought previously to build its Operating Plan from its service plans, especially those of our Integrated Neighbourhood Teams (INTs). Last year we ran a range of planning sessions with all our service leads to establish what they had achieved in the previous 12 months, what they wanted to achieve in the next 12 months and support they needed to be able to do that. It was these service plans that were intended to inform the overall Operating Plan for the MLCO, but prior to the narrative for 2020/21 being finalised, all planning activity in the NHS was suspended and the MLCO moved into an incident-led response to service delivery. It should be noted that a financial plan and strategy was agreed and progressed across partners during 2020/21.
- 3.6. Due to the continued pressures of responding to the pandemic across health and care services, it will not be possible to undertake such a detailed and consultative approach.
- 3.7. As such, MLCO Executive will outline a draft Operating Plan, built from our understanding of what our services have delivered over the last 12 months and what we understand the key national and Manchester system context to be for the next 12 months. As we move out of the incident response, we will work with our teams to clarify this context and enable our service teams to document how they will deliver during 2021/22 to meet the national and local requirements, as well as outline how they intend to do that using their local knowledge and understanding of how they will deliver these priorities based on the needs of our residents.
- 3.8. The MLCO Operating Plan 2021/22, will be comprised of:
- An overarching organisation-wide Operating Plan for 2021/22
  - 13 INT service plans
  - Service plans for the specialist community (health and social care) services provided to the residents of Manchester that would interact with, but may be delivered on a wider scale than in our neighbourhoods, such as specialist podiatry services or our citywide equipment services.
  - A financial strategy and budget plan for 2021/22; the MCC element of this has been outlined to Health Scrutiny.

3.9. The context that the MLCO Operating Plan 2021-22 will be developed based on includes:

- The Our Manchester strategy  
The Operating Plan will demonstrate MLCO's continued commitment and contribution to the vision and objectives of the Our Manchester strategy through the design and delivery of our operating models; through the Plan that we bring forward, we will show how we have done this to date and how we will continue to do this through the next phase of development of the MLCO
- The financial strategy and budget plan for the MLCO
- The emerging context in Manchester, such as:
  - the development of the Manchester Partnership Board,
  - Development of the future shape of the Council
  - the future of MHCC
- The national planning framework for the NHS. Whilst more detail is awaited on this, high level messages have been shared. These include a requirement for the NHS in 2021/22 to focus on:
  - The recovery of non-Covid services
  - Strengthen our plans for our People
  - Plans to address health inequalities
  - Plans to accelerate mental health service expansion
  - Prioritise investment in community and primary care services
  - Implement plans to integrate care (the recent consultation document to establish ICS systems)

3.10. The Operating Plan will be built around our existing strategic framework:

**Our vision, our way of working**  
Manchester Local Care Organisation is a pioneering public sector organisation, bringing together NHS community health and mental health services, primary care and social care services in the city. We have been set up to make a positive contribution to help people in Manchester live longer and enjoy better health than many do now.

**Our mission** sums up what we do  
Leading local care, improving lives in Manchester, with you

**Our vision** is simple  
We believe that, by working together, we can help the people of Manchester to:

- ➔ Have equal access to health and social care services
- ➔ Receive safe, effective and compassionate care, closer to their homes
- ➔ Live healthy, independent, fulfilling lives
- ➔ Be part of dynamic, thriving and supportive communities
- ➔ Have the same opportunities and life chances - no matter where they're born or live.

**There are 4 key ways** we will make this happen with our staff and the people of Manchester

- 1. PROMOTING HEALTHY LIVING**  
Helping people to stay well through prevention - supporting them to lead healthier lives and tackling health issues before they escalate.
- 2. BUILDING ON VIBRANT COMMUNITIES**  
Using all the resources available in the wider communities people live in and identify with in a true neighbourhood approach, improving population health and wellbeing.
- 3. KEEPING PEOPLE WELL IN THE COMMUNITY**  
Helping people who have existing health needs and complex health issues to stay as well as possible in their homes through 12 integrated neighbourhood based teams and our citywide services.
- 4. SUPPORTING PEOPLE IN AND OUT OF HOSPITAL**  
Ensuring community-based care helps people to avoid unnecessary hospital admissions, or to discharge them from hospital care, quickly and safely, as soon as they are ready if they do need time in hospital.

**10 years, 10 outcomes**  
How will we know we have made a difference in Manchester? By 2028 there's a number of things that we will have seen by working as one team across the city:

- ✓ We will have improved the number of people supported to stay well
- ✓ We will see fewer people dying early from preventable conditions
- ✓ Avoidable non-elective (unplanned) hospital activity will be reduced
- ✓ The overall costs of care packages will have reduced
- ✓ We will benefit from improved collaborative working in the city
- ✓ The outcomes that matter to local people will have improved
- ✓ We will have reduced variation in outcomes and access by place
- ✓ There will be reduced variation in outcomes and access by communities of identity
- ✓ The number of children who are school ready will have improved
- ✓ There will be more economically active households in Manchester.

**How we work with our teams**  
Our community health and social care staff are part of a team that:

- ➔ Break new ground in the delivery of safe, person-centred health and care
- ➔ Focus on the wellbeing of everyone living and working in Manchester
- ➔ Listen to people and learn from each other by focusing on what's important.

**How we work with local people**  
As an organisation we are committed to:

- ➔ Involving the people and communities of Manchester in designing services
- ➔ A neighbourhood approach to wellbeing, connecting people to groups and resources around them
- ➔ Starting by asking what matters to people, not what is the matter with them.

**Manchester Local Care Organisation**

3.11. It will describe what we will do to continue to deliver against our priorities as an organisation. The six priorities are:

- A **population health driven approach** to service planning and delivery; supporting prevention programmes to improve the health of the people of Manchester.
- **Consolidating and strengthening our neighbourhood approach**; supporting our 12 Integrated Neighbourhood Teams (INTs) to make an impact on their communities and continuing to integrate the operations of our community health and social care teams.
- Continue to **design and deliver safe, effective and efficient services** to people in our communities.
- **Mobilising primary care leadership at the heart of the MLCO**; formalising the governance between primary care and MLCO to ensure joint working with the new Primary Care Networks.
- Playing a **lead role in system resilience**; helping people get the right care in the right place with a community first ethos.
- Deliver the **agreed phased approach to the increasing scope of the MLCO** as an integrated health and care organisation; delivering public service reform in the place.

3.12. The MLCO Executive has started to consider some of the key areas it will focus on during 2021/22 to deliver the local and national context, but these are not finalised. Some key areas that the Operating Plan for the MLCO will be clear on:

- The approach we will take with partners to establish the MLCO as the delivery (provider) vehicle in the City to deliver a population health-based approach to service delivery, as well as address the increasing health inequalities gap in the City.
- Our continued focus on the integration of health and social care services for adults and children in the City, working in partnership with our colleagues in Primary Care through our operating model
- A clear mobilisation plan for the ASC transformation programme (Better Outcomes Better Lives); a key deliverable of our budget plan, focused on developing a strength-based approach to enable our residents to become increasing independent and able to self-care.
- Through the Team Around the Neighbourhood, continue to ensure public services are working together to understand the needs of our residents, as well as targeting service responses to meet those needs; the development of the Neighbourhood model for the City.
- Ensure community services continue to support the flow of people through the Manchester Control Room through clear and agreed admission avoidance and discharge pathways.
- Continued work with the Care Market to ensure it is sustainable for the future.
- How we will work with our staff and teams to support them as we move out of an incident response phase to the pandemic and enable them to move to a 'new normal'.

- How the MLCO will need to operate differently in the context of the MPB, with revised governance arrangements in development that outline new delegations and decision making; which is likely to mean reduced reporting into organisations, as MLCO will have direct and robust accountability arrangements to the MPB
- How the MLCO will work with colleagues in MCC to develop a more integrated and aligned response to the delivery of services for children.

3.13. The timescales for the development and publication of our Operating Plan are currently proposed to be (to note, all timings are indicative and maybe subject to change):

- Outline Operating Plan 2021/22 narrative drafted by end January 2021
- INT service plans and wider service plans (first drafts) by end February 2021
- Financial strategy and budget plan by end February 2021; noting that the MCC part of this will be approved through the February budget setting process.
- Work to develop and refine Operating Plan and supporting service plans during March; aiming to publish the final Operating Plan by end April 2021.

#### Alignment to the MCC Corporate Plan.

3.14. The MLCO will enable and/or support the delivery of the City Council Corporate plan in terms of:

Theme	Priority
<b>2. Growth that benefits everyone</b> <i>Boost the city's productivity and create a more inclusive economy that all residents participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy</i>	<ul style="list-style-type: none"> <li>• Support residents in order to mitigate the impact of poverty and take actions to reduce the number of people experiencing poverty, in particular given the effects of COVID-19. Including young people, older people, BAME groups and people with disabilities</li> </ul>
<b>3. Young people</b> <i>From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better</i>	<ul style="list-style-type: none"> <li>• Support more Manchester children to have the best possible start in life and be ready for school and adulthood. This includes ensuring that the voice of children and young people is heard, and that they have access to youth, play, leisure, and cultural opportunities.</li> </ul>

<b>4. Healthy, cared-for people</b> <i>Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives</i>	<ul style="list-style-type: none"> <li>Take actions to improve population health outcomes and tackle health inequalities across the city.</li> </ul>
	<ul style="list-style-type: none"> <li>Support the next phase of health and social care integration in the city, including plans to supercharge Manchester Local Care Organisation.</li> </ul>
	<ul style="list-style-type: none"> <li>Enable delivery through the MLCO of the Adult Social Care transformation programme – ‘Better Outcomes, Better Lives’ – focused on taking a strengths-based approach, supporting independence, building on the ASC improvement programme and embedding this into the MLCO Operating Model.</li> </ul>
<b>6. Neighbourhoods</b> <i>Work with our city’s communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of</i>	<ul style="list-style-type: none"> <li>Enable all our diverse neighbourhoods to be clean, safe and vibrant.</li> </ul>
	<ul style="list-style-type: none"> <li>Embed neighbourhood working across the whole Council and our partners, and deliver services closer to residents.</li> </ul>
<b>7. Connections</b> <i>Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks</i>	<ul style="list-style-type: none"> <li>Facilitate the development of the city’s digital infrastructure, to enable delivery of transformed public services and a more economically inclusive and resilient city.</li> </ul>
<b>8. Equality</b> <i>Deliver on our equality, diversity and inclusion commitments to support Manchester’s vision to be a progressive and equitable city.</i>	<ul style="list-style-type: none"> <li>Work together with Manchester’s citizens and our partners to understand our diverse communities, improve life chances, and celebrate diversity.</li> </ul>
<b>9. Well-managed council</b> <i>Support our people to be the best and make the most of our resources</i>	<ul style="list-style-type: none"> <li>Development of the future shape of the Council, along with budget reductions and savings.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively manage our resources, via budget management and planning, support to managers and performance management.</li> </ul>

- 3.15. Work is underway between Council Corporate team and MLCO to determine clear delivery plans to support these priorities in the wider context of the MLCO as previously outlined.