



## Manchester Partnership Board

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<b>Date of paper:</b>	7 June 2023
<b>Subject:</b>	<b>Locality Performance and Outcomes Standards</b>
<b>Recommendations:</b>	Support the work to develop a locality performance framework and specifically approve targets to reduce variation in access to acute services.





## Locality Performance and Outcomes Standards

### 1.0 Background

- 1.1 Greater Manchester's Integrated Care Board is developing a performance framework that sets out how the ICB will monitor delivery and drive improvements against national and Greater Manchester targets and standards, this will include Greater Manchester's Joint Strategic Plan (including operational planning targets set as part of the NHS planning round) and the NHS Oversight Framework.
- 1.2 The ICB is also finalising a provider oversight framework. This will describe how the ICB will work with providers being clear on deliverables, provide a process for identifying organisations requiring additional support, describe the way in which providers move from escalation to de-escalation and ensure appropriate reporting through ICB and NHS England (NHSE) governance structures.
- 1.3 As a locality, we are currently building the 2023/24 performance framework. This will be made up of metrics that support delivery of the Joint Strategic Plan, improve performance against the Oversight Framework and/or reflect Manchester's Delivery Plan priorities for adults and children in the city for 2023 to 2026 i.e.
  - Improve physical and mental health and wellbeing, prevent ill-health and address health inequalities, so that people live longer in good health, wherever they are in the city;
  - Improve access to health and care services, so that people can access the right care, at the right time, in the right place, in the right way.
- 1.4 We will be working with our partners to develop the framework however we have been asked by Greater Manchester ICB to expedite target setting in a small number of areas. These include setting appropriate levels of deflections from acute services and flow of patients out of hospital settings.
- 1.5 This paper describes the process being followed to develop targets against these specific areas and the work programmes being mobilised. We have engaged with partners to develop these targets and we have made linkages with existing programmes e.g. Manchester's Urgent Care Plan.
- 1.6 At the time of writing this report the numerical trajectories are still being finalised but will be available to Board members for consideration and sign off before the meeting.





## 2.0 Context

- 2.1 Benchmarking data show there is variation between national peers and across Greater Manchester in a number of areas, including referrals into hospital, accident and emergency attendances, non-elective admissions, patients in hospital who are medically fit to leave (acute and mental health settings) and the number of mental health inpatients in hospitals outside of the local area.

## 3.0 Areas of Opportunity

- 3.1 For Manchester, work is underway to ensure that unwarranted variation is understood and targets are set in order to move performance closer to expected levels. Key areas and initiatives are set out below:
- **Referrals** – work to reduce referrals into secondary care by increasing the use of advice and guidance and out of hospital respiratory services.
  - **Accident and emergency (A&E) attendances and non-elective admissions** – building on areas set out in the Locality urgent care plan work is underway to deliver an enhanced community offer including hospital at home (focusing on frail elderly patients, respiratory care and patients with heart failure), increasing access to same day emergency care services and streaming of patients at A&E front door to alternative pathways and services.
  - **Reducing the number of patients in hospital who are ready to go home** – fully implement the resilient discharge programme, this includes the home first initiative, refreshing and monitoring compliance against best practice policies, improving communication and increasing community capacity.
  - **Reducing delays for people in acute mental health services and working to treat them closer to home** – regular multi-disciplinary discharge events to identify blockages and work across the system to address, alternative to crisis services e.g. Listening Lounge and implementation of Living Well Community Transformation Models (longer term).

## 4.0 Next Steps

- 4.1 The locality planning and performance teams will continue to work with partners to develop the first draft locality performance framework. This framework will set out the objectives and targets along with how we will gain assurance regarding delivery by working with leads to identify risks and remedial action plans.
- 4.2 Regular reporting via Greater Manchester and locality governance structures will be put in place.





## 5.0 Recommendation

The Manchester Partnership Board is asked to: -

- support the work to develop a locality performance framework and specifically approve targets to reduce variation in access to acute services.

