

Report to: Health Scrutiny Committee – 4 December 2024

Subject: Manchester Local Care Organisation’s Community Health Transformation Programme

Report of: Manchester Local Care Organisation

1.0 Introduction

1.1 This document presents an update on the progress of the Manchester Local Care Organisation’s Community Health Transformation Programme.

2.0 Background

2.1 In 2018, the Manchester Local Care Organisation Prospectus outlined the system vision for the creation of the Manchester Local Care Organisation. Some of the key objectives for the Manchester Local Care Organisation are to:

- ‘Ensure that people can gain timely access to high quality services when and where they need them, within a simplified system.
- Balance the requirement for local delivery with the benefits and opportunities of delivery at scale.
- Provide a consistent and standardised offer of care for the population, while retaining excellence, innovation, and continuity of care.
- Work across organisational and geographic boundaries to ensure care is joined up and integrated; including working to maximise the assets which exist within communities and deliver more proactive and preventative care.

2.2 The Community Health Transformation Programme enables the delivery of these objectives. It is a multi-year programme focused on reducing variation in and between community health services in Manchester, ensuring equality and equity of access to services to effectively tackle health inequalities and ensure best use of resources directed to population need.

2.3 The Community Health Transformation Programme also supports the delivery of the vision for the Manchester Local Care Organisation, in that ‘our mission’ is to ensure:

- Better lives for our most vulnerable
- Better wellbeing for our population
- Better connections through our communities

- 2.4 On an annual basis Manchester Local Care Organisation agrees its Transformation Portfolio, a process that runs alongside, and is driven by, annual business planning and the respective budget strategies in adult social care and health. The Transformation Portfolio identifies the business change priorities for Manchester Local Care Organisation for the following 12 months, and initiates programmes and projects to deliver these change priorities.
- 2.5 The Community Health Transformation Programme is well established in the Manchester Local Care Organisation, having been in operation since 2022, and is a component part of the Transformation Portfolio, which also includes:
- Adult Social Care Transformation Programme – “Achieving Better Outcomes Together,”
 - Digital Programme,
 - A line of sight to system programmes that Manchester Local Care Organisation is playing a significant role in, most notably: Hospital@Home Programme; Home First Programme; Children & Young People’s Reform Programme; and the Long-Term Conditions Programme.

3.0 Transformation Priorities 2023/24

The priorities for the Community Health Transformation Programme in 2023/24 were identified as:

3.1 Formal Projects

Project	Description	Status as of November 2024
Podiatry Harmonisation	Service redesign	Delivered – new service live from April 2024
Single Point Of Access /Community Administration	Set up of a Single Point Of Access health referrals, and interdependent redesign of community health administration services.	In progress – on track
Manchester Case Management	Service redesign	In progress – on track
Manchester Royal Infirmary/Central Discharge Pilot	Pilot to enhance collaborative working	Delivered – changes live from March 24, pilot ended in June 24.

3.2 Commissioning-related business change initiatives

Change initiative	Description	Status as of November 2024
Palliative Care	Discovery work to understand the range of current services, and opportunities for improvement.	Being scoped through four workshops, due to complete by the end of Q3.
Community Rehabilitation Phase 1	Roll out new national standards within rehabilitation teams.	In progress – on track
Review of the community bed base model	Discovery work to understand the range of current services, and opportunities for improvement.	Now part of the Home First Programme.
Bladder and Bowel Services	Deliver procurement opportunity.	Delivered – April 24.
District Nursing Transformation	Service redesign.	On hold, pending a further steer from Greater Manchester commissioning colleagues.
Enhanced Community Operating Model	Review the balance of community services delivered in acute and community settings.	On hold, pending the roll out of Manchester Foundation Trust's revised operating model.

3.2.1 Enablers

3.2.2 Manchester Local Care Organisation continues to explore opportunities to deliver change and enhance service delivery using digital technology. Progress has been made particularly in the case of Technology Enabled Care (TEC) in adult social care that helps people self-care in their own homes, and Robotic Process Automation (RPA), which uses Bots to accurately deliver standard, repetitive tasks that require data interpretation and collation from different systems.

3.2.3 However, staff continue to experience day-to-day challenges related to wi-fi connectivity across the city, access to the right systems and digital patient records, low digital literacy, and devices that are not fit-for-purpose. The Digital Programme is making progress in addressing these challenges by bringing together digital expertise from Manchester City Council and Manchester Foundation Trust to work together on common digital goals for the Manchester Local Care Organisation.

- 3.2.4 The community services estate is both an enabler to change, and also a constraint to achieving Manchester Local Care Organisation ambitions around delivering integrated services, given the variable standard of facilities and space constraints. Manchester Local Care Organisation is currently working on an Estates Strategy which will seek to address these challenges.
- 3.2.5 Technical capacity to deliver change in the form of programme and project management (PPM) expertise has recently been boosted.
- 3.3.6 Colleagues from the Manchester Foundation Trust Improvement Team have been aligned with the Manchester Local Care Organisation and Dental Clinical Grouping for the first time and are currently working in partnership with Manchester Local Care Organisation transformation colleagues on acute-facing changes to community services, mainly through the Hospital@Home and Home First programmes of work.

4.0 In-year reprioritisation

- 4.1 In year budget pressures being experienced across Manchester Foundation Trust resulted in the Manchester Local Care Organisation recently reviewing its Value for Patients (VfP) Programme, which sets out how savings will be delivered in-year, and recurrently. This work ran parallel to adult social care developing its budget strategy in light of similar pressures.
- 4.2 A number of potential schemes to release savings were identified, which included a mix of enforcing tighter controls on spend, demand management, and service changes. Schemes related to service changes will require a formal project approach to enable successful delivery and have been shifted under the appropriate change programme for design and delivery.
- 4.3 In the case of the Community Health Transformation Programme, this will entail a review of the Neighbourhood Delivery Model, which will be undertaken in partnership with MCC.

5.0 National and Local Strategies

- 5.1 The strategic environment in which the LCO operates has evolved over the course of 2023/24. Nationally, the 'Independent investigation of the National Health Service in England' report delivered by Lord Darsi for the Secretary of State reinforced the need to '*Lock in the shift of care closer to home by hardwiring financial flows*' and '*Simplify and innovate care delivery for a neighbourhood NHS.*' Both these recommendations align with the ambitions of Manchester Local Care Organisation.
- 5.2 At a Greater Manchester level, as part of the Greater Manchester Integrated Care System's (GM ICS) new operating model, the management of all NHS community services will now be led by the 10 localities within Greater Manchester. This new structure, which began its shadow phase on 1st April

2024, is set to officially transfer service budgets to the localities by 1st April 2025.

- 5.3 Organisationally, the new 5-year strategy for Manchester Foundation Trust, 'Where Excellence Meets Compassion' has been released, and was considered by this Committee in July. The strategy reinforces the integration and partnership approach to delivering services to improve health outcomes for residents.
- 5.4 These strategies all continue to reinforce the need for financially sustainable integrated health and care services, to be delivered on a local footprint, with an increased focus on prevention. The challenge for the Manchester health and care system, and Manchester Local Care Organisation in particular, is how to deliver business change as identified in the Community Health Transformation programme whilst facing the operational realities of increased demand and activity levels.

6.0 Summary

- 6.1 The Community Health Transformation Programme is delivering to plan, with notable successes including the redesign of Podiatry services in the city to harmonise delivery, and the MRI/Central Discharge Improvement Pilot, which has paved the way for a refresh of the Home First Programme.
- 6.2 Recent national, regional, and organisational strategies have reinforced the importance of the work the LCO is involved in, and the intention to increase the focus of prevention activity.