



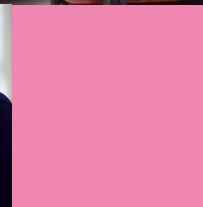
**Manchester Local
Care Organisation**

Leading local care, improving
lives in Manchester, with you

Summary Operating Plan

2021-2022

How we work and what we will set out to do
over the coming year.



MANCHESTER
CITY COUNCIL

Introducing our plan - our staff in their words



Katy Calvin-Thomas
Chief Executive, MLCO

As I read our Operating Plan, reflect on the year we have had and look forward to the year ahead, I would like to start by saying a massive thank you to all our staff for the remarkable response to COVID over the past 12 months.

Their quick and innovative response included the delivery of virtual clinics, the mobilisation of a staff testing, support to care home staff and residents and housebound residents and continuing to provide services to our most vulnerable residents.

These examples show how we were able to innovate. We must keep this spirit as we move to recover our core service offers and learn to live with a global pandemic.

I am also super proud of our role in the rapid mobilisation of the vaccination programme supporting Primary Care Networks and hospitals to mobilise the biggest vaccination programme ever seen.

As I look forward to 21/22, I want to ensure we are talking to you about what would make most difference to support your well-being and recovery – and then put it into action, I will support the organisation to develop and grow during 21/22 as we further integrate with adult social care, have pooled budgets in neighbourhoods and have the opportunity to buy services that are closer to people's homes in a way we haven't before.

I will continue to champion this organisation and our teams to work in partnership across the city to become an organisation that delivers reduced health inequalities and improves population health and wellbeing.



Dr Andy Coupes
GP lead, Withington and Old Moat
Integrated Neighbourhood Team

For society as a whole, but especially for all those working in health and social care, I think it would be more than fair to say that this has been the most trialling and anxiety provoking in recent history.

As a neighbourhood team in place for several years we had strong bonds with the practices around us, the newly formed Primary Care Network (PCN), patient participation groups and voluntary sector organisations. We were ideally placed to act as a conduit between all services to ensure our population stayed safe and well.

We identified our most vulnerable and digitally excluded patients - who struggled to reach healthcare when we were thrust into distanced and digital consulting and appointment requests. In conjunction with the PCN and the Care Navigators we liaised with frontline workers to maintain contact with our isolating and shielding patients to ensure they had access to food, medication and care.

Then came the COVID vaccination campaign. Our knowledge of the community meant we could assist with finding the right site, and assist the PCN in contacting patients from the most vulnerable and inequitable groups to ensure they received their vaccination.

Looking forward to the year ahead we look forward to empowering and assisting the health and social care system to transition to 'business as usual'.

We will continue to listen to our community and tackle our refreshed Neighbourhood priorities. COVID 19 helped us recognise new ways of working, but also highlighted the stark inequality within our society. This will be a strong focus in our work moving forward.



Adiba Sultan

Health Development
Coordinator, Cheetham and
Crumpsall Integrated
Neighbourhood Team

Working for the MLCO has been a fascinating journey; there has been a strong focus on collaboration to create a placed-based approach.

The integrated neighbourhood teams work with their residents, Primary Care, VCFSE (voluntary, community, faith and social enterprise) organisations and statutory services to identify the wider social determinants of health and implement neighbourhood health plans.

We have spent years building relationships and partnerships across the neighbourhoods and the support we've been able to provide residents throughout the pandemic over the last 18 months is a testament to the relationships we've built.

We have banded together with other statutory services and the voluntary sector to support residents with the updated guidelines through door-knocking, videos in community languages, community newspapers that were created going to digitally excluded people, pop up COVID testing sessions in community spaces. We basically took ourselves into the heart of the community.

We've been working on ensuring vaccination clinics are accessible and focus on inclusion; quiet clinics for people with learning disability and severe mental illness, pop up clinics in religious spaces, pop-ups in schools, providing clinicians who speak a multitude of languages and engaging with residents to understand their barriers and challenges.

We know that there is a lot to do as we recover and know that there's a long way to go to, however, we've made sustainable, long-term relationships within our communities to ensure we continue to work together to make a change.



Liz Stevens

Head of Service – Learning Disability
and Shared Lives

When people ask what working as part of MLCO has enabled us to do in the city, I think the Learning Disability service is a good example.

Staff come into health and social care to do a good job for people - working in a more integrated way makes it easier to do a good job and is better for those people.

We've worked to bring together the different strands of the Learning Disability service across community health and social care in a way we haven't before in Manchester. As a result, we now have a better integrated service.

We are now seeing joint welfare or duty visits that are working well, a strengths based approach to support plans, multi disciplinary teams coming together, relationships in the team growing stronger (despite COVID restricting how much we could work face to face together over the last year) and an improved understanding of the different roles and contributions of staff.

It's early days and there's still much to do, but we have made good progress. Over the coming year we are continuing to design our services and develop partnerships, doing that in co-production with the people that use them.

We're looking forward to the greater integration across all parts of health and social care that MLCO is working towards and the benefits that can bring to the people of Manchester.

MLCO in simple terms

MLCO is the public sector partnership organisation that provides the city's NHS Community Health and Adult Social Care services.

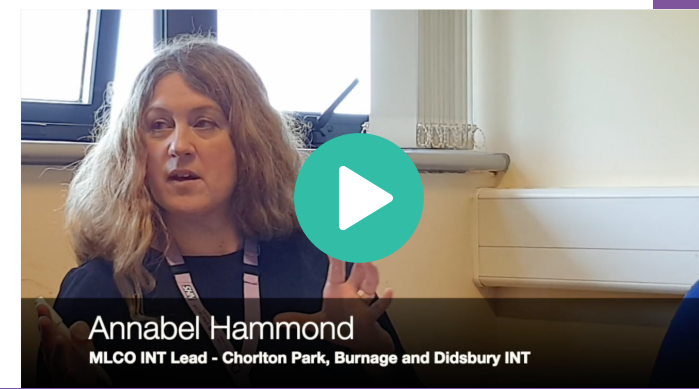
- We're an organisation that is part NHS and part local authority. Over **2,300** NHS adults and children's community healthcare and **1,400** adult social care staff and the services they provide are formally deployed to be part of MLCO.
- They include district nurses, social workers, health visitors, community dentists, therapists, school nurses, reablement teams, rehabilitation teams, intermediate care staff, end of life care professionals, disability supported accommodation staff and many other health and care professionals and their support teams.
- **MLCO brings these staff together as one team to provide better care to the citizens of Manchester, keeping people well in the community and out of hospital.**
- MLCO has its own leadership team and a small corporate function who are responsible for running these services across the city.
- The team are also responsible for MLCO's sister organisation, Trafford Local Care Organisation. TLCO has a separate operating plan.

Our neighbourhood approach sees health and social care staff working together and co-located in the communities they serve. It's a model based on international best practice.

- We have 12 Integrated Neighbourhood Teams in Manchester. Each INT serves populations of roughly 30-50k people so covers between two and four council ward areas. They cover all of the 13 local authority neighbourhoods (the only difference being that we include the City Centre neighbourhood as part of a wider INT at present).
- **As well as delivering day to day services from their hub in the neighbourhood, the INTs have a role in working with local people and partners to improve health and wellbeing in the neighbourhood.**
- During the last 18 months, the neighbourhood approach has played a key role in helping communities work together around COVID-19 and the vaccination programme.

Find out more ▶

Click the image on the right to view a short video about the MLCO neighbourhood approach and how health and social care now work together (opens in a new window).



Annabel Hammond

MLCO INT Lead - Chorlton Park, Burnage and Didsbury INT

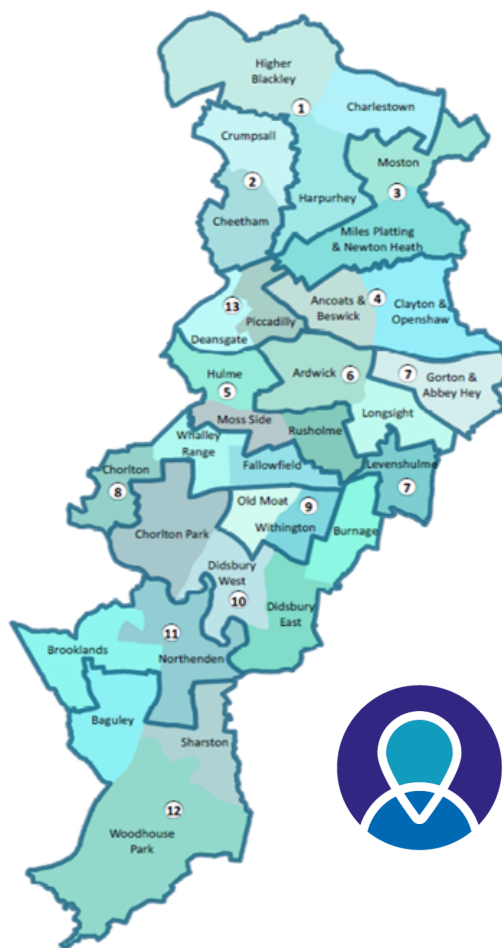
Why a neighbourhood approach?

We believe that organising health and social care service delivery on neighbourhood footprints creates opportunities for frontline staff to work together in places:

- To improve the quality and integration of services and the extent to which they are joined up around residents/patients
- To reduce duplication of visits and ensure residents and patients are in control of the care for them
- To create opportunities to support residents prevent ill health
- To support residents to be independent, as well as possible, in control, and connected to their communities.

We also provide a range of specialist health and care services that work across our three localities (North, South or Central Manchester) or citywide.

Our Children's Community Healthcare Services also work on a citywide basis.



Manchester's neighbourhoods

1. Higher Blackley, Charlestown & Harpurhey
2. Cheetham & Crumpsall
3. Miles Platting, Newton Heath & Moston
4. Ancoats, Beswick, Clayton & Openshaw
5. Hulme, Moss Side & Rusholme
6. Ardwick & Longsight
7. Gorton, Abbey Hey & Levenshulme
8. Chorlton, Whalley Range & Fallowfield
9. Old Moat & Withington
10. Didsbury, Burnage & Chorlton Park
11. Brooklands & Northenden
12. Baguley, Sharston & Woodhouse Park
13. City Centre

MLCO currently work on a 12 integrated neighbourhood team footprint with the City Centre combined into a single INT with Miles Platting, Newton Heath and Moston.

Our vision and four key ways of working

Our vision at MLCO is:

Working together we
can help the people of
Manchester:



Live healthy,
independent, fulfilling
lives



Have the same opportunities
and life chances, no matter
where they live



Have equal access to
health and social care
services



Be part of dynamic,
thriving and supportive
communities



Receive safe, effective
and compassionate care,
closer to their homes



We all work to make our vision happen by:

1

Promoting healthy
living

2

Building on vibrant
communities

3

Keeping people well in
the community

4

Supporting people in
and out of hospital



Every member of the LCO team, in community health and adult social care, play a part in this through the work they do every day.

The impact we have

Did you know that on an average day in Manchester:

- Our community health services see, or are in contact with, over **3300** people in Manchester providing care in homes, clinics and other venues
- **410** people are supported through our crisis services - helping keep them out of hospital by wrapping appropriate health and social care services around them in the community
- Reablement services provide care to an average of **165** people - helping them stay independently at home
- We support **10** or more people to be safely discharged from hospital earlier with the right care wrapped around them (discharge to assess)
- **545** new referrals come into our community health services
- We support **150** people through our integrated care teams
- We commission care for over **1100** people in Manchester's residential and nursing homes through contracts we hold.

Some of the new ways of working we've put in place

Alongside our day to day work we are also responsible for redesigning how services work and providing the very best in community health and care for Manchester.

Some of the ways we do that are:

Tackling inequality in access to health and wellbeing through HDCs

Our **Health Development Coordinators** (HDCs) work to identify issues in their local communities and take action to address them - working with partners and local people.

Amongst the projects have been work to improve diabetes education amongst Urdu speakers in Cheetham Hill and Crumpsall - targeting advice at Ramadan - and improving Asian women's health and reducing isolation in Levenshulme and Gorton. During the pandemic our HDCs have played a crucial role in community support, communication and the vaccination programme.

Putting our 12 integrated neighbourhood teams in place

Our 12 **integrated neighbourhood teams** that bring together health and social care teams in the communities they serve are in place. Working together from co-located hubs is better coordinating care for local people with faster assessments and joint visits.

New approaches to working with partners including housing, the police, the voluntary sector, members of the community and local councillors are allowing us to identify root causes of poor health and wellbeing and work together on solutions.

Keeping people out of hospital in a crisis

Where it is possible our approach is to keep people at home and provide treatment in the community. Our **Community Crisis Response** service provides care to patients who would otherwise be admitted to hospital.

Ambulance crews can call the team in to support a patient instead of taking them to A&E - and hospitals and GPs can also refer patients to the team rather than admit them to hospital.

The joint health and social care teams have played a key role through the pandemic in supporting people at home.

Ensuring our children get the best start

A core part of MLCO is our Children's Community Health Services team. They work across the city in a huge variety of roles including health visiting, school nursing, audiology, orthoptics, therapies and much more.

Their work helps us pick up potential health issues sooner. Every child and young person in Manchester has access to the universal Health Visiting and School Health Services. Teams have developed new ways of working - using digital technology and even catch up school age vaccination sessions at the Etihad Stadium.

The impact of COVID - Looking back at the last 18 months

Delivering for people during the Pandemic

The declaration of a national incident to respond to the COVID-19 pandemic in March 2020, required everyone across the public services to review and prioritise their operations.

The response from all of our staff on the frontline and in corporate support roles has been amazing and we achieved transformational change in a very short period of time.

Our teams have been on the frontline in communities and have continued to provide services to people in their homes and community from the earliest days of the pandemic.

In order to support our core services, some of our non-essential services were stood down to allow us to redeploy staff to where they were needed most.

As the Pandemic continued our neighbourhood teams also coordinated the community flu vaccination campaign with Primary Care Networks and then have played a key role in the **COVID-19 vaccination programme** with partners across the system.

Some of the things we did during the pandemic:

- Our neighbourhood teams worked with partners in the local authority to ensure a joined up approach to provide support to **shielded and vulnerable people** in the city
- Over 600 staff took **redeployment training** to support core services in the community such as district nursing and end of life care
- We mobilised a **community testing service** that quickly allowed over 3,000 NHS colleagues to get COVID-19 tests and provided testing support in care homes
- We have **set up new services to support care homes** with nursing and medical input during the pandemic
- We supported the hospitals with a **discharge programme** to quickly free up hospital capacity, setting up a control room to coordinate social care and community health discharge services.



Looking ahead - three underpinning themes post COVID

MLCO has been on an incredible journey over the last 12 months. Our staff have worked tirelessly during the pandemic to continue to deliver essential services, work in new ways with partners. Our plans for 2021-2022 reflect the need to:

1 Respond

Play our part in continuing to respond to the ongoing challenges of COVID-19

We will need to balance the delivery of our services to continue to meet the pandemic response and continue to support our staff and wider partners in the design and delivery of services

2 Recover and Reform

Get back to our core work and how we achieve our aims as a local care organisation

We will look to re-establish our services and operating models to meet the increased and changing needs of our residents and the new context in which we find ourselves.

3 Transform

Carry out key transformation programmes that will ensure our services are future fit.

We will build a programme to transform how we operate and develop MLCO for the future, strengthening services through approaches like Better Outcomes Better Lives, ensuring they are sustainable and provide high quality. We will look at how we build commissioning and contracting functions into our operations.

Our core priorities for 2021-2022

There are six core priorities that we are working to over the year:



A population health approach

We are the organisation that can deliver improved population health in Manchester and help reduce health inequalities. We'll be piloting specific health and social care actions in each of our 12 neighbourhoods this year to help prevent poor health at source.



Safe, effective & efficient services

We'll learn from our staff as we recover services after the COVID-19 pandemic and support their wellbeing. This year we'll mobilise the MLCO Section 75 agreement that will increase integration of health and social care in the city. We'll also build on our good CQC rating in health.



Developing our neighbourhoods

Our Integrated Neighbourhood Team model is working and we'll continue to bring our community health and social care teams together. We'll build a proactive approach in our neighbourhoods to support people with long term conditions and mental health conditions.



Resilience

Our integrated community health and social care role means we're crucial to system resilience by keeping people well in the community. This year we'll develop our community urgent care model to help keep more people out of hospital. We'll also deliver a sustainable financial position.



Working with primary care

We'll ensure that GP leadership is at the heart of the LCO. That means building on our links between community health, adult social care and primary care; and co-producing priorities with the city's Primary Care Networks to tackle health inequalities.



Building the future for the LCO

We'll deliver the phased approach to increasing the scope of the LCO. We'll also develop a 'Think Family' approach so the needs of wider family members are considered in our interactions with individuals. We'll also play a key role in the wider transitional system developments in Manchester.

Transformation programmes

Whilst we will continue to deliver, recover and reform community adults and children's health services and adult social care services for the people of Manchester; we have a number of large scale change programmes in place.



There are 6 main programmes:

1. **Long Term Conditions programme (with partners across Manchester)** - ensure care and support for those living with Long Term Conditions is accessible in neighbourhoods and address inequalities in provision
2. **Better Outcomes Better Lives programme (ASC improvement programme)** – contributes to the recovery and reform of the LCO. Through the introduction of strengths-based empowerment of our frontline teams we will transform how we deliver services in partnership with residents and their families
3. **Neighbourhood Development Programme** – programme convened as the MLCO was established and has secured the mobilisation of our INTs and neighbourhood operating model. This programme oversees the continued iteration of our neighbourhood model with our partners.
4. **Children's transformation programme** – this details the work that our community children's health teams do within our services and in partnership with Royal Manchester Children's Hospital, Manchester City Council and Manchester Health and Care Commissioning.
5. **MLCO Transitions programme** – a programme to oversee the future development of the MLCO in the context of wider Integrated Care System developments
6. **Information programme** - ensure we transform the way knowledge and information is used to underpin our operations through the provision of clear, accessible and quality data.

Other enablers to help us deliver our plan

Finally, there are a number of enablers that will allow us to deliver what we need to over 2021-22 and beyond. These are plans and approaches developed in the LCO including:



MLCO People Plan

How we look after our people

Our workforce and organisational development plan sets out a shared purpose for staff, integrated management arrangements, future staffing needs, organisational and people development.



MLCO Estates Plan

How we use our buildings

Setting out how we maintain a core community estates functions, developing integrated hubs, utilising our sites and making sure we have the facilities we need to deliver our services from.



MLCO Digital Plan

How we use technology

Developed in the context of the Manchester Digital Strategy, the plan will ensure our staff have tools to support their roles with better data and electronic patient record systems.



MLCO Communications and Engagement Framework

How we inform and involve people

Ensuring we communicate effectively with our staff, the people who use our services, our partners and stakeholders; and support our services to engage with citizens.



MLCO Financial Plan

How we manage our budgets

Setting a realistic budget framework for recovering services post COVID, supporting the care market, putting strong financial controls in place and progressing transformation programmes.



Partnerships

How we work together

Developing our partnerships and multi agency approach with wider stakeholders - including the voluntary sector, primary care, MCR Active, hospital sites and housing providers.



Service and neighbourhood plans

Each of our health localities (North, South, Central & Citywide and Children's), Adult Social Care and all 12 integrated neighbourhood teams also have plans outlining their priorities in year.

Measuring our progress

In order to enable MLCO to demonstrate progress against the six priorities, we have a set of 12 high level measures we will measure performance against on a quarterly basis.

In 2021-2022 we will:

- 1 Improve the quality of the **residential and nursing sector** by increasing the number of beds that are in homes rated good or outstanding
- 2 Reduce the number of days that citizens **stay in hospital** when they are able to be discharged elsewhere as a result of a delay attributable to MLCO
- 3 Ensure that **no patient waits 52 weeks** to receive treatment in our consultant led services
- 4 Support our staff by ensuring that 95% of them are supported by an **effective annual appraisal**
- 5 Keep our patients safe by **reducing the number of falls** within our bed based units across MLCO
- 6 Keep citizens safe by increasing the proportion of staff that receive an **annual flu vaccination**



7 Recognise the significant contribution of carers in Manchester by increasing the number of **carers assessments** that we undertake

8 Work with our partners to increase the uptake of **flu vaccinations** in our communities

9 Ensure that babies born in Manchester are healthy by increasing the number of **new birth visits** within 14 days

10 Help our most vulnerable residents by reducing the number of people that are overdue an **annual adult social care review**

11 Support our hospitals and citizens in need by increasing the number of **two-hour crisis interventions** we deliver

12 Improve resilience across our services and wellbeing of our staff by **reducing the number of days lost to sickness.**

2021-2022. Our year on a page.



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and Reform**

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Underpinned by:

- Our People Plan
- Inclusion, equality & diversity
- Financial sustainability
- Strategic estates plans
- Use of information and a performance framework
- Quality, safety and being well-led

Powered by:





**Manchester Local
Care Organisation**

You can access our full Operating Plan and
lots more information about us on our
website - **manchesterlco.org**

