The Oldham Model

**The Oldham Model 2017-22**

- **Empowering People and Communities**
- **Inclusive Economy**
- **Thriving Communities**
- **Co-operative Services**
- **Public Sector Reform**

**Inclusive Economy** – where everyone has a fair and real chance to access opportunities and improve their own lives

**Co-operative Services** – where radical innovation changes the delivery and impact of public services and

**Thriving Communities** – where society and social action really mean something

This model is complemented and supported by a focus on two key enablers – public service reform and empowering people and communities.
#ourbit

What Oldham Council is doing or contributing to help improve something

#yourbit

How local people, businesses, partners and residents are helping to make change happen

#result

How we are all benefiting from working together to improve Oldham
#Ourbit #Yourbit #Result

Get Oldham Growing

Our bit
To fund the Get Oldham Growing programme which focuses on how growing food can have a positive impact on many aspects of life: from the health benefits of diet and exercise to providing residents with opportunities to develop skills and enterprise.

Your bit
To get involved with your local growing hub and take advantage of all the opportunities on offer: from learning about a healthy diet to developing new skills.
To use the skills learnt and put them into practice with your family.

Result
A healthier and greener Oldham – improving diets, developing skills, increasing green spaces and saving residents money.
Vision and ambition for improving Oldham’s population health

“Thriving Communities drawing on its own resources to stay well, and for great organised care to be available for those who need it, when they need it.”

What makes us healthy?

As little as 10% of a population’s health and wellbeing is linked to access to health care.

We need to look at the bigger picture:

- Good work
- Money & resources
- Our surroundings
- Housing
- The food we eat
- Education & skills
- Transport
- Family, friends & communities

But the picture isn’t the same for everyone.

The healthy life expectancy gap between the most and least deprived areas in the UK is: 19 years.
What does this mean for Oldham People?

What this means for Oldham people

I love living in Oldham and I can see the improvements with a new cinema, restaurants and the Metrolink.

The Council, health, housing and police services are backing Oldham and making sure money is spent locally; jobs are created and that everyone is able to do their bit.

I have been supported to set up a new business in the Independent Quarter and I give back by employing and sourcing locally and supporting the Action Oldham Fund.

I know that my kids can achieve what they want to by going to school in Oldham. I also know they are getting the right kind of skills and advice to equip them for the jobs of the future.
Engaging People in the conversation
The case for change

**Variation in care decision-making**
Significant variation in care decision-making impacts quality, performance and economic stability across the system.

**Constrained funding**
Constrained funding means that all partners are facing an unprecedented financial challenge, with a forecast deficit of c. £70m by 20/21 if no action is taken.

**Ageing population**
Our older population experiences multiple complex chronic conditions, with life expectancy for both men and women below the England average.

**Increasing demand**
There is increasing demand from individuals with complex health and care needs across the system. Oldham experiences high levels of emergency admissions combined with increasing pressures on primary care.

**Integration**
A lack of integration between different providers in the system results in very complex and fragmented care for those with complex needs.

**Children and young people**
1 in 4 of our children live in poverty. In some areas of Oldham children and young people’s health outcomes as worse than the national average – performing poorly on dental health, unintentional injuries and asthma in children.

**Accommodation**
The volume and quality of our community provision does not support independent living as well as it could, resulting in high levels of admission to residential care and nursing homes.

**Health and wellbeing**
Our adult population is less physically active, smokes more, and carries more excess weight than the England average and we have higher than average alcohol-related admissions to hospital.

**Urgent and emergency care**
Compared to other regions of England, NWAS takes the highest percentage of patients to A&E, while the second lowest percentage of calls are resolved with phone advice.

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What makes us Oldham: Health & Social Care

• A co-operative approach with citizens at the centre

• Approach that enhances the social value by maximising the role of our Anchor organisations

• A total population and system approach within our ICO with thriving communities and primary care at the heart taking a place based approach

• New model of system leadership with co-production at every level (Economy, community, service users/carers, managerial and clinical staff across commissioners and providers)

• History of making things happen in Oldham
  – we have already invested heavily in out of hospital services (£24m recurrently)
  – have strong partnership arrangements in place (the Integrated Commissioning Partnership and the Urgent Care Alliance)

• Encourage cluster working in Oldham across GPs

• Despite a number of challenges for Localities we have made strong investment and real progress
There will be a Strategic Joint Commissioning Board, supported by a joint commissioning team with pooled delegated budgets through a section 75 agreement. The joint commissioning team will issue an alliance contract to support core providers of care to bring providers together across the system.

The Alliance Contract will formalise the agreement between the ICO Core members and the Commissioners.

The Alliance Board will operate as a joint executive management team overseeing the delivery of the alliance contract.

A managed care organiser function will be jointly created to drive system change.

Core ICO providers will be responsible for coordinating the supply and provision of care, including for patients outside of their current organisational boundaries.

Next Steps: Commissioning and Alliance arrangements 18/19
Our journey to date

- **Locality Plan Vision**: System partners agree the vision for Oldham and plan for what the Locality is seeking to deliver.
- **Case for change**: A shared understanding of why the system needs to change developed.
- **Design Principles and Care Pathways**: Partners collaboratively design a high-level model for the ACS.
- **Identify Interventions**: Opportunities for improvement that will bring about change identified.
- **Financial analysis**: The impact of better ways of working modelled.
- **Investment Business case**: Locality business case secures GM investment funding.
- **GM Investment Agreement**: Investment agreement with GM confirmed.
Strong track record of investment, innovation and success

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<tr>
<th>Consultant led community based OP Services:</th>
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<tbody>
<tr>
<td>• MSK</td>
</tr>
<tr>
<td>• Urology and continence</td>
</tr>
<tr>
<td>• Ophthalmology</td>
</tr>
<tr>
<td>• Respiratory</td>
</tr>
<tr>
<td>• End of life service and hospice at home</td>
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<tr>
<td>• Total skin service</td>
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<tr>
<td>• Integrated Cardiology service</td>
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<tr>
<td>• Total kidney service</td>
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<tr>
<td>• ENT</td>
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<tr>
<td>• Gastroenterology</td>
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<tr>
<td>• Referral gateway with advice and guidance</td>
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<th>Mental Health:</th>
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<tr>
<td>• Extended memory service</td>
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<td>• Increased provision of IAPT services using the 3rd sector</td>
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<td>• RAID model</td>
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<tr>
<td>• Expand Early Intervention Psychosis provision</td>
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<tr>
<td>• Differentiated alcohol services</td>
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<tr>
<th>Primary care, urgent care and LTC management:</th>
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<tr>
<td>• Primary care EQALS scheme to support access and LTC management</td>
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<tr>
<td>• Community services re-tendered to wrap around the medical home (including Intermediate Care)</td>
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<td>• Early supported discharge service</td>
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<tr>
<td>• Falls Service</td>
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<td>• Care homes support model</td>
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<tr>
<td>• Alternative to Transfer service</td>
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<tr>
<td>• 7 day access</td>
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<tr>
<td>• Alliance partnership – managing the system (SPRINT, paediatrics and integrated discharge team) – moving to hospital at home</td>
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<th>Cluster / community / partnership developments:</th>
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<tr>
<td>• Delegated budget process in place at cluster level</td>
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<td>• Alignment between clusters and council district partnerships to support reducing inequalities and asset based community development</td>
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<td>• Dragons den bids that support the prevention agenda</td>
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<td>• Warm homes</td>
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<td>• Early help offer</td>
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<td>• Early years offer</td>
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<td>• Thriving Communities – the Holts and Lees Pilot</td>
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Oldham achievements (1)

• Establishing the primary care cluster system across the locality, completing the establishment of integrated health and care teams and creating of single structures at a GP cluster level

• Integrating services across Oldham including a fully integrated Hospital Discharge team that consists of a range of stakeholders including housing and voluntary sector representatives. This has resulted in some of the best Delayed Transfers of Care performance in Greater Manchester

• Nationally leading performance against Better Care Fund Targets and GM leading for Delayed Transfers of Care and delivery of Personalised Budgets for patients, service users and carers
Oldham achievements (2)

• Successful local performance, including:

  - The One Recovery partnership supporting those recovering from substance misuse

  - Hope Citadel, with their Focused Care delivery model and their Hill Top Surgery being classed as one of the best GP practices ever visited by CQC

  - Established MioCare, which provides care and support to people so they can get the most out of life by promoting independence, choice and well being

  - Investment in Council Services through the Public Health transformation fund, ensuring population health goals are embedded right across the full range of Council services
Health & Wellbeing Board

Operating Budget Total = (Includes OMBC; MioCare & Pennine Care Foundation Trust)

Total Staffing Compliment = 1350 Staff (Includes OMBC, MioCare & Pennine Care Foundation Trust)

PCFT Children’s Service

HoS Health Operations Manager x2

COMMUNITY ENABLEMENT

- Enablement
- HOS Health
- Ops Manager Health & Social Care
- Team Leaders No
- Butler Towers/Marlow’s Court

- Help Line (24 hrs)
- Equipment
- Emergency Response
- PCFT SPOA
- PCFT Rapid Response
- OOH D/N
- Therapy Hub
- Transfers of Care (TOC)

ROYAL OLDHAM HOSPITAL – IDT

Operating Budget Total = (Includes OMBC; MioCare & Pennine Care Foundation Trust)

Total Staffing Compliment = 1350 Staff (Includes OMBC, MioCare & Pennine Care Foundation Trust)
Cluster Working: Glodwick

A Community Centred Approach to Population Healthcare

9 GP Practices

48,000 People
The Challenges surrounding Health and Social Care in Gdwick

Long Term Conditions

Employment And Wealth

Mental Health

Education
What we’ve done so far…. An award winning BME Type 2 Diabetes Programme
A first language Mental Health Counselling Service
Patient Health Monitoring Pods
Latent TB Screening Service
Group Consultations
Obesity focused Exercise programme
‘Tackling the Takeaways’ Initiative
Asset Based Community Development Consultation
Community Educators
Multi Agency Working
Cluster Working: Cluster West – Mill Town Alliance

Our Vision:
Our community will have the best integrated health and social care based on local needs.

Our Purpose:
The practices of Oldham West Cluster works in an aligned and collaborative way to provide improved health care and health outcomes to the communities we support.
We seek to ensure our community receives excellent care and improved health and well-being through innovative, cost effective and evidence based care as appropriate.
Cluster Working: Cluster West – Mill Town Alliance

Current Work Streams

• Children <5 service – clinical support and education following A&E attendances
• Aligned and shared polices and procedures
• Cross cluster urgent appointments
• Cross cluster minor operation service
• Cross cluster flu campaign 2018
• Integrated Community Services

Integrated Community Services

• Partnership working between Primary Care, OMBC, PCFT and the voluntary sector
• Integrated cross specialty working
• Joint learning
• Large co-located team
• Close working with Primary Care
Oldham achievements (3)