

INTEGRATED HEALTH AND CARE IN STOCKPORT

Report of Philippa Johnson (Deputy Place Lead, NHS GM)

1. INTRODUCTION AND PURPOSE OF REPORT

- 1.1 As previously outlined, the Health and Care Act of 2022 established a legislative framework that supports collaboration and partnership-working by creating 42 newly created Integrated Care Systems (ICS) across England. ICSs are partnerships of providers and of commissioners, where collaboration is incentivised.
- 1.2 Integrated Care Systems are made up of three constituent parts; the system, place and neighbourhood.
 - Systems are larger geographical areas typically covering 1-3 million people. A key component of ICS policy is that much of the work to increase collaboration, integrate care and improve outcomes will be done on smaller geographies at a place and neighbourhood level. Our system is the Greater Manchester Integrated Care System.
 - Places are constituent parts of systems covering populations of 250,000 to 500,000 which involve formalised partnerships of local government, the NHS and other key partners to integrate care and organise the planning and delivery of health and care services. The 'Place' is serviced by the One Stockport Health and Care Partnership.
 - Neighbourhoods typically cover populations of 30,000 to 50,000 where multi-agency teams come together to deliver more coordinated and pro-active care. Stockport's Neighbourhoods are aligned to area committees and are outlined in section 4.
- 1.3 In line with Health and Wellbeing Board objectives, Integrated Care Boards aim to bring organisations together to work better with the public to keep everyone healthier; plan and deliver health services more effectively; make sure everyone is treated equally and fairly; help the NHS become as efficient as possible itself and also help it contribute to the wider economy.
- 1.4 Progress has been made to coordinate coproduction and public involvement at a GM-level. The Integrated Care Board and Greater Manchester's ten local Healthwatch organisations have agreed to form a new partnership to help support engagement, gain insight and share information about residents' needs and experiences of care. The Partnership Agreement will build on historic partnership working between the ten Healthwatch organisations and the former Health & Social Care Partnership. Greater Manchester's ten local Healthwatch are statutory bodies commissioned by their respective local authorities to 'give citizens and communities a stronger voice to influence and challenge how health and social care services are provided within their locality'.

2. SYSTEM – GREATER MANCHESTER

- 2.1 The Greater Manchester Integrated Care System covers the same spatial footprint as the previous GM-level organisation Greater Manchester Health and Social Care Partnership.



- 2.2 The GM Integrated Care System includes the Integrated Care Partnership and Integrated Care Board. This new NHS organisation, (NHS Greater Manchester or NHS GM), is in charge of the NHS finances and investments across Greater Manchester
- 2.3 The five-year Strategy for the GM Integrated Care Partnership (ICP) was approved in March 2023 and can be found [here](#). Place and sector strategies will contribute to, and, in turn, be influenced by the overarching GM strategy.
- 2.4 NHS GM are currently consulting on the Joint Forward Plan; the delivery plan for the Integrated Care Partnership Strategy 'Improving health and care in Greater Manchester 2023-2028'. The Plan is being shared with system partners and the Health and Wellbeing Board for comment. A Joint Forward Plan has to be submitted to NHS England by 30 June.
- 2.5 In response to financial and operational pressures NHS GM commissioned a review of the financial position and a review of the leadership and governance arrangements. Partners are working together to respond to the reviews.

3. PLACE – STOCKPORT

- 3.1 There are currently around 10,000 people working for the partner organisations to provide health and social care services in Stockport. That is in addition to those working in private care providers and care homes, the thousands of volunteers working in Stockport's voluntary and community sector as well as Stockport's unpaid carers, all who make a vital contribution to our system.
- 3.2 These various providers are collaborating with NHS commissioners and the local authority as well as colleagues as broad as Greater Manchester Police and Stockport Homes Group to form the One Stockport Health and Care Partnership. Local health and care services have been brought together so we can work in a more joined up way. The One Stockport Health and Care Board is made up of senior representatives from all partners to create the best outcomes for the people of Stockport.

- 3.3 The One Stockport Health and Care Board was constituted by Greater Manchester Integrated Care Board (GM ICB) in May 23. The Board takes responsibility for setting the strategic direction of integrated health and care in Stockport and has responsibility for both pooled funds (including the Better Care Fund) as well as delegated funding from GM ICB.
- 3.4 Underpinning the work of the Board are a number of key posts, partnerships and sub-groups. These are summarised as below:
- The Place Based Lead for Health and Care Integration (Caroline Simpson) has dual accountability to the Local Authority and to the GM ICB. This post is supported by a Deputy Place Based Lead (Philippa Johnson).
 - The Stockport Executive Group is a bridge between the One Health and Care Board, the Stockport Provider Partnership and other sub-groups. The group meets to enable informal conversation between key leaders to socialise and provide feedback on emerging issues.
 - The Stockport Provider Partnership is Stockport's place-based provider collaborative providing comprehensive integrated care at neighbourhood and place levels, pulling on key enablers to facilitate collaborative working.
 - Working with the Health and Wellbeing Board and taking into consideration the Joint Strategic Needs Assessment, the Stockport system has a population health focus, supporting person and community-centred approaches, social support alongside medical intervention, prevention and proactive early help across public services and VCSFE partners.
 - The Stockport Quality Improvement Collaborative provides the means of ensuring clinical and care professional input and leadership to place based working with a clear focus on quality-of-service provision. The Collaborative will ensure safeguarding priorities, directed by the Safeguarding Partnerships, are part of the Quality Strategy in its aim of developing safe, high-quality services which make best use of the Stockport pound.
- 3.5 The One Stockport Health and Care Board is currently working to the following four accelerated priorities. Over the course of July these priorities will be engaged upon with the public to ensure that they are the appropriate areas of importance for the borough.
- Neighbourhoods and Prevention
 - Safe and Timely Discharge
 - Mental Health, Mental Wellbeing and LDA
 - Cost of Living Action
- 3.6 The focus as a locality is on working together as ONE System to develop the way we deliver Health and Care to help the people of Stockport to live their best lives possible. In line with our four priorities we will consult on how we can collaborate better to achieve our ambitions including by:
- **Working together to ensure a greater focus on prevention and early intervention.**

We will support PCNs to case hold and crucially to case find people who are

at risk of developing long term conditions and support them to remain independent and live healthy and happy lives. Better management of these cohorts will lead to a gradual reduction in the growth of people experiencing unplanned admissions to hospital and residential care.

- **Working together to improve access to core services**

We will work together to focus on providing better access to primary care services, particularly General Practice.

Elective waiting lists continue to be a challenge for the NHS nationally and locally. We will focus on working together as One Stockport to: -

- better manage rising demand for elective care services
- improve patient experience and access to care
- provide more integrated, person-centred care.

- **We will work together join up health and care pathways and support this in local teams at a PCN/neighbourhood level (30-50k population) to respond to local challenges**

Practice populations will be served by health and care staff working together to deliver more coordinated and proactive services that keep people happy, healthy and independent.

This will include general practice teams, social workers, senior community nurses, occupational therapists and physiotherapists, mental health liaison workers, social prescribers and care coordinators.

- **We will work together to join up health and care provision across the borough with VCSFE to improve how we support our population to stay well at home and manage their conditions.**

We will work together as ONE System through a new neighbourhood model that recognises wider factors such as education, housing, employment, and social connectedness. People will be at the heart of our services and we will tailor care to their individual needs by creating the conditions for individuals, communities, services and professionals to work together. Harnessing our VCSFE sector will be a key enabler of this ambition and will continue to provide strong and innovative support to individuals in their own homes in closer partnership with core services.

- **We will work together to improve discharge from hospital, supporting people to get back to their usual place of residence in a safe and timely way.**

We will continue to develop and embed our operating models which promote prevention, reablement and a Home First ethos. Our aim is for people will get the right care, in the right place at the right time as close to home as possible to maintain their independence and avoid higher levels of care.

- **We work together to implement the Mental Health and Well-being Strategy and plans for Learning Disability and Autism**

We will support the transformation of community mental health services to deliver our vision described in the Mental Health and Well-being Strategy. Mental health support will focus on the individual's skills, aspirations and experiences.

4. NEIGHBOURHOOD – GEOGRAPHICAL BOUNDARIES ALIGNED TO AREA COMMITTEES

4.1 Neighbourhoods in Stockport are as follows:

- Bramhall and Cheadle Hulme South
- Cheadle
- Stockport Central
- Werneth
- Heatons and Reddish
- Marple
- Stepping Hill

4.2 These areas are based on Area Committees and Ward boundaries which have recently been reviewed and redefined. They are closely aligned to but not coterminous with:

- Health and Social care eight neighbourhoods previously agreed in 2014 but not currently universally used
- Stockport Family Boundaries and school catchment areas
- Greater Manchester Police and Public realm services

4.3 How long and how well we live is determined not only by our personal behaviour or our treatment from statutory services but also crucially by our social relationships and our physical environment. Health begins in our neighbourhoods where we live, learn, work and play, among people who share our community and culture.

4.4 Work to establish our neighbourhood vision and embed neighbourhood working is well underway in Stockport. The focus was launched in late January and a number of workshops have been held to bring partners together around the ambition. This has included large whole-system workshops as well as more focused, collaborative, connect and share events between partners in the neighbourhoods.

4.5 Our vision is for Stockport, and for the neighbourhoods within Stockport, to be the best place to live healthy and happy lives. We want Stockport to be:

- Exciting place to live, work and socialise
- People are happy, healthy and included
- Communities that care and look after each other
- Thriving local businesses and vibrant public spaces

4.6 At the first whole system workshop in January we established the following as high-level, long-term objectives:

- Integrated pathways and models of delivery. Integrated, collaborative,

- connected services not working in silos, continuity of care for people,
- We want to 'shift focus to a more community-focused system rather than one focused on the hospital.
- Thriving communities in neighbourhoods with local neighbourhood priorities.
- We want vibrant public spaces but we want them to be safe and of good quality.
- People are aware of the services that are available to them in their neighbourhood..

4.7 Since that first workshop we have:

- Developed a Stockport definition of neighbourhoods and footprints
- Produced neighbourhood data profiles
- Prepared for the launching of 3 Family Hubs early adopters in mid-June
- Collaborated with colleagues through Team Around the Place activity and agreed joint projects and action plans. (Team Around the Place is a multi-agency partnership of public sector and VCSFE organisations in each neighbourhood).
- identified priorities to improve services through the Stockport Provider Partnership
- Started engagement with local people on the refresh of One Stockport Health and Care Plan

4.8 The Neighbourhoods programme in Stockport is wide-ranging and ambitious. We are intentionally including the whole spectrum of environment, economy, communities, health and care; recognising the wider determinants of health that impact on our community from the environments we live in, availability of work and leisure on our health as well as designing more integrated and collaborative health and care model.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 The Health and Wellbeing Board are asked to:

- **NOTE** developments on the Greater Manchester Integrated Care System and the One Stockport Health and Care Partnership since July 2022
- **AGREE** proposed approach for Neighbourhood level of integrated health and care

BACKGROUND PAPERS

There are none

Anyone wishing to inspect the above background papers or requiring further information should contact Patrick McGee on email patrick.mcgee@nhs.net