

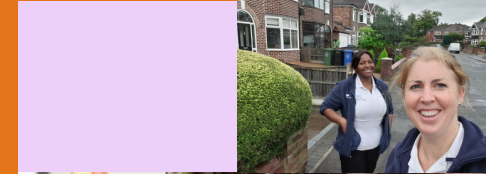


Trafford Local  
Care Organisation

#WeAreCommunity

# Summary Operating Plan 2023-2024

How we work and what we are setting out  
to do over the coming year.



TRAFFORD  
COUNCIL



Manchester University  
NHS Foundation Trust

**"As we move into our 4th year as the organisation that delivers health, care and wellbeing services to the residents of Trafford, I wanted to thank all of our staff and the partners we work with for all their hard work to support those who live and work in our Borough."**

**Not only have we supported services to recover following the pandemic, we have worked to learn from that challenging time and build new service offers for the future.**

You have all continued to provide services to residents of Trafford, collaborating across services where it makes sense and working with partners in primary care, the VCSE, care market, hospitals and mental health services, as well as police, housing and leisure partners; the organisational optimism and continued drive for opportunities to improve how we provide services is a source of immense pride for me.

However, I do recognise the challenges we have all faced from adjusting to life after a pandemic, the subsequent cost of living crisis, the lack of choice felt by staff across health and care services to choose industrial action and the rising complexity that those face who are presenting to our services.

In the face of all this we have implemented HIVE across health services, and Microsoft 365 in Trafford Council and have continued to support and enable the timely discharge and flow out of hospital into community services and agreed how we can make the most of our collective efforts to build population health management into how we work as we look to address the health inequalities across Trafford.

**Katy Calvin-Thomas**  
Chief Executive, MLCO



We have continued to embed strengths-based approaches into how we work and I hope that you feel that we continue to empower you all to lead the design and delivery of services to support those who need them.

For the next 12 months, I want us to continue to ensure that we deliver safe, accessible and responsive services, supporting the philosophy of prevent, reduce delay. I want us to ensure that whilst we will ensure that people who no longer need to be in a hospital bed are discharged to the best place for them, I want us to continue to strive to move the community services response to be focused on peoples strengths and keeping people living well at home and in their communities as much as possible. We will continue to put population health at the heart of how we work, developing our Neighbourhood model and ensuring our community health and care services are sustainable for the future.

This plan outlines some of the highlights from our previous year including those identified in all of your service plans, but it also summarises the work I believe we need to focus on to continue to develop the TLCO as the organisation in Trafford that delivers health, care and wellbeing services, empowers its staff and collaborates with partners where services connect pursuing the best outcomes for residents and out staff.

*Katy*

## **TLCO is the public sector partnership organisation that provides the borough's NHS Community Health and Adult Social Care services.**

- Trafford Health and Social Care services joined together into an integrated delivery model in 2016-17. Trafford LCO was established on 1st October 2019 with the move of Trafford community health services into Manchester Foundation Trust. It brought together community health services provided by MFT and Adult Social Care services provided by Trafford Council.
- We're an organisation that is part NHS and part local authority. Over **650** NHS adults and children's community healthcare staff are deployed to TLCO, working alongside over **400** colleagues from adult social care in the borough.
- They include district nurses, social workers, health visitors, therapists, school nurses, reablement teams, rehabilitation teams, intermediate care staff, end of life care professionals and many other health and care professionals and their support teams.
- **TLCO brings these staff together as one team to provide better care to the people of Trafford, keeping people well in the community and out of hospital.**
- TLCO has its own leadership team and a small corporate function who are responsible for running these services across the borough.
- TLCO has an executive team who are also responsible for TLCO's sister organisation, Manchester Local Care Organisation. MLCO has a separate operating plan.

There are some key issues that TLCO will need to consider in its service delivery, design and improvement approach:

1. **Forecast population increases** and the forecast changes to the mix in our population make up.
2. The shift in the **burden of ill health** as it is anticipated that residents may live longer but are likely to do so with increasing levels of disability.
3. How do we ensure our services have **equality, diversity and inclusion** as a core priority.
4. How do we understand the **changing needs of our residents** as a result of COVID and cost of living including and not limited to:
  - Mental Health
  - Unemployment
  - Debt
  - Housing
  - Health including long Covid
  - Impact on our young people
  - Personalisation of care and community response to meeting people of Trafford needs
  - Impact of the cost of living
5. How we build a **digital first and data-enabled ethos** into our work.
6. Our organisation will be **clinically and professionally led** and informed by those with lived experience.
7. The Trafford Health and Wellbeing Board is determined to increase the number of years people spend in good health. This is measured by **Healthy Life Expectancy** (HLE). The variation across the borough for this indicator is greater than for life expectancy, and we have a 16-year inequality between our most affluent and most deprived communities.



## Some of the key priorities we met in 2022-2023 were:

**Continued delivery of our statutory adult social care & community health duties**

**Delivered key NHS standards** including 2 hour crisis response standard and ensured no patients was waiting over 78 weeks for our services, supported by a Data Quality roll out plan across Health and Adult Social Care.

Deliver the agreed **financial and budget strategy** agreed with MFT.

District Nursing leads delivered plans to **stabilise the District Nursing service** including a refresh of the Housebound criteria, and actions to support staffing challenges. Led across GM benchmarking District Nursing Services for Queens Nursing Institute workforce standards. Introduced Community Nursing Safer Staffing Tool.

**Learning Disability services integrated across health and care** and designed an integrated workforce model for learning disability services. Led across MFT Group development of MFT Learning Disability and Autism Strategy.

Delivered the **fair cost of care exercise** and market sustainability plan for the Trafford Care market.

**Tested automation into key pathways in the LCOs**, with impact for services to know if someone has been admitted to hospital and blue badge applications.

Led the **design of service pathways** for people with long term conditions (Respiratory and Vascular) collaborating with partners across acute, community and primary care.

Embedded the **LCO Project and Portfolio Management community and business change approach**, empowering frontline teams to identify opportunities to develop the Local Care Organisation approach to Quality Improvement.

Children's Community Health leads worked with commissioners to develop a plan to **address the capacity and demand challenges across children's community health services**, exacerbated by the impacts of the pandemic

Continued **reduction in harm** from pressure ulcers and falls to patients.

Delivered the roll out of the new **MFT patient experience platform** to improve Friends and Family Test completion and Staff trained in 'What Matters To Me' and IQP methodologies across all community health services. Completion of assurance portfolios to support accreditation.

Delivered year one of the **Resilient Discharge Programme** across Manchester and Trafford, informing wider GM approach including mobilisation of Back to Basics working with colleagues on key acute wards.

Led by our Integrated Neighbourhood Leads work continued with key partners in each of our neighbourhoods to **engage with communities** and support residents to access key services, as well as support with cost of living.

Administration leads led the **review of support services** across the LCOs, developing a plan for a more sustainable offer for the future.

LCO Allied Health Professionals leaders designed and commenced the implementation of the **LCO Allied Health Professionals Strategy**.

Focused work to **address workforce challenges** in terms of recruitment and turnover through targeted local recruitment initiatives, an all staff Freedom2Lead event with services leads across the organisations, regular TLCO staff forum, monthly Chief Executive briefings and service level engagement on key staff survey themes.



# 2022-2023 highlights from our services - health



## All community health services have completed a service plan for 2023-2024. These are some of their achievements from last year.

District Nursing (DN) Central team completed robust training programme with **tissue viability team** over 3 months. Improved team confidence & competence around wound care. This will now be rolled out across DN Teams. Certificate for most improved area in Trafford for category 3 & 4 pressure ulcers.

DN North team implemented **safety huddle and daily meetings** with Macmillan team. Improved seamless care & reduction in duplication. Introduced new system to manage concise Root Cause Analysis.

DN South implemented purpose-T **risk assessment & palliative care huddle**. Improvements in pressure ulcer management.

Ascot House launched and embedded **integrated pathway 2** including intermediate care smartboard. New moving & handling equipment sourced & all health & social care professionals trained to support patient rehab.

**Team development** in services including physio, admin and Advanced Clinical Practitioner apprenticeship roles. Individuals undertaking training programmes within services including leadership and masters.

Clinical prioritisation taken on **treatment room appointments** & triage of new patients to the service. Overnight sitting service combined into clinical prioritisation team and implemented safety huddle.

Community Rehabilitation contributed to the development of a **long covid personalisation framework** along with Greater Manchester Health & Social care network. Embedding of long covid caseload within service remit.

**Community Neuro and Stroke Rehabilitation Service** implemented 3 phases of service transformation significantly reducing waiting times & improved service delivery. Delivered waiting list initiative in stroke pathway, partially delivered in neuro with completion date in 2023. New service specification & psychology service level agreement developed and agreed. Secured funding of £60k.

**Pulmonary Rehabilitation** education booklet developed, pilot programmes launched in Partington & Old Trafford. Compliant with National Chronic Obstructive Pulmonary Disease & Asthma programme audit. National respiratory funding acquired. Urgent referrals responded to in line with NICE guidance for patients discharged from hospital with an acute exacerbation of chronic obstructive pulmonary disease.

**Occupational Therapy Assessment Team** waiting list recovery plan implemented, recruitment into posts & improvements in operational flow.

**MSK Physio exercise classes** reinstated post COVID-19 & service level agreement developed with Manchester Surgical Services to increase orthopaedic referrals. New referral pathway setup via electronic Referral System & patient initiated follow up introduced into service.

DN West team completed **aseptic non touch technique** & practical bodyguard competencies.

**Engagement** with neighbourhood programme, Primary Care Networks to improve relationships and pathways.

**Nutrition & Dietetics team** introduced new way of working to manage referrals from care homes. Introduced telephone reminders to reduce Did Not Attends.

Adopted **HIVE** scheduling and booking system. **Phlebotomy** phase 2 to be completed March 2023. Trial of digital domiciliary visits commenced.

Urgent patients in **Speech and Language service** seen within 2 days, often on same day. Effective clinical triage identifies urgent patients.

Staged a successful bespoke **admin and clerical recruitment event** and single point of access involvement in MFT discovery project.

**Equipment Nurses** cleared backlog of initial visits & health and wellbeing link nurse role introduced to support team.

# 2022-2023 highlights from our services - social care



## These are some of our achievements in adult social care from last year.

**Real living wage** in place for contracted home care providers and 75% of residential and nursing homes.

Trafford Council awarded **Real Living Wage Accreditation** in March 2023

**Health and Wellbeing board review** completed with Local Government Association.

ASC launched the pilot of **Customer Voice Strategy** in 2 community teams and provider services.

Refreshed the **Quality Assurance Framework** for the care market.

Launched **Adult Social Care Quality Strategy programme**, Improving Lives everyday and **Living Your Best Life Programme** for people with a learning disability and people with autism.

Introduced **enhanced communication approach** following feedback through workforce strategy.

Work with **council commissioning team** to purchase additional occupational therapy to support waiting list reduction. Now aligned to the work with health watch to track continued improvement.

Launched **EPIC Adult social care leadership programme** in response to workforce feedback.

Expanded the intermediate care occupancy of **Ascot House** with two District Nurses recruited with a primary focus of supporting the facility.

Expanded **care at home /reablement offer** to support demand through the support at home capacity expansion work.

Expanded **home care capacity** to 26 providers, all aligning to neighbourhood delivery ,supporting the improved timescales for support.

Supported a new record high number of **people discharged home per week** (average 45).

Supported three **social care assessors to complete their social work degree** in 22/23 – supporting our ongoing work with workforce to develop professional for the future (grow your own social workers programme ).

Introduced over **15 winter schemes** to support people to be discharged from hospital including use of hotel where people cant go home due to accommodation issues, developing therapy support into Discharge to Assess beds.

Enhanced and expanded **Trafford control room** with additional leadership and social work capacity.

**Reduced adult social care waiting lists** with an external assessment of resource and overtime.

**Reduced the number of temporary roles.**

Developed a **care ambassador scheme** within social care academy, promoting social care as a career with young people and schools, seeing 7 schools now offering GCSE.

Funding secured for **discharge to assess beds** for 23/24 and 24/25.

# 2023-2024. Our plan on a page

## Our mission at TLCO is:



## Five principles guide how we work with staff, partners and the people of Trafford:



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.

## Borough wide priorities this year that we will play a key role in delivering are:

Trafford One System Board/ Health and Wellbeing Board priorities for the year

**Professionally Led & Governed**

**Start Well**

**Living Well at Home**

**Living in My Community**

This year as an LCO we need to:

Deliver

Deliver joined up community services for adults and children

**Transform & be sustainable**

Deliver transformation projects to secure better outcomes and better lives for residents




**Address health inequalities**

Champion health and wellbeing and ensure our services are equitable

**Tackle climate change**

Play our part as a major employer and influencer to support climate change initiatives

## Our work will be based on a number of core building blocks

 Safety and high quality	 Workforce and Organisational Development	 Digital first
 Focus on health inequalities/public health data	 Clinically, elected member and resident-led	 Evidence/data-driven
 Financial sustainability	 Communications and engagement	 Sustainability - climate change /carbon zero



## Some of our key organisational objectives for the coming year are:

### TLCO Priority

### Key deliverables 2023-2024



Focus on Health  
Inequalities/  
Public Health

- In collaboration with partners and the community, develop the Neighbourhood Place based plans. Enable TLCO staff to support this process and to implement the actions required.
- Work with system leads to address health inequalities, including working with Public Health to ensure prevention and early intervention are understood and enabled by our staff, and support the delivery of the MFT health Inequalities strategy.
- TLCO to actively contribute to the development of the Children, Young People's and families Neighbourhood model, aligning the Family Hubs, 0-19 years services, Neighbourhood Model and core 20plus5, into a consolidated model.
- TLCO to support evidence based commissioning by actively contributing to the development of Joint Strategic Needs Assessment sections, for example substance misuse and alcohol.
- Oversee the agreement and delivery of joint population health plans through the Living Well in my Community programme to address agreed PHM priorities, assess and monitor impact through co production groups.
- Continue to embed equality, diversity & inclusion into service design, delivery and impact approach.
- Implement recommendations from the learning disability review.
- Continue to reform and develop Homecare with commissioners.
- Complete delivery of phase 2 CDC phlebotomy expansion programme with the Integrated Care Board.



Safety & High  
Quality & Clinically  
Led

- Work with partners to support hospital discharge through the Resilient Discharge Programme (RDP) including development of the Transfer of Care Hub, control room, the development of the new model of bedded care and Virtual Wards; delivering the NR2R standard.
- Mobilise pathways for Respiratory and Vascular (agreed through Clinical and Professional Advisory Group CPAG), exploring opportunities for closer working across secondary care, community and primary care colleagues.
- Support delivery of MFT clinical service strategies; identifying opportunities for improved interfaces between acute and community services through redesigned care pathways.
- Design a clinical service strategy for integrated community services built from the Commissioning Reform programme and service plans.
- Deliver year 2 of the LCO Allied Health Professionals (AHP) strategy focused on workforce and service development.
- Develop options for blended roles across statutory services and the care market, trusted assessor, CHC, equipment and therapy models.
- Primary care - develop offer to maximise community services and VCSE support for primary care.
- (Support) mobilisation of the Additional Roles Reimbursement Scheme (ARRS).
- (Support) PCN participation with the Trafford Provider Collaborative work plan.
- Mobilise year one of the TLCO Target Operating Model (TOM) mobilisation plan working to align business, financial & workforce planning.
- Review and develop Adult social care governance and assurance in preparation for national inspection regime.
- Work with Trafford ICB to develop closer working with service redesign leads.
- Continue to roll out the Adult social care quality assurance framework.
- Embed the Improving Lives everyday programme and progress the Living Your Best Life programme.



Digital

- Agree TLCO Digital strategy priorities, working with Trafford Council/MFT and TICP to mobilise inc. technology enhanced care and further automation opportunities.
- Understand benefits of HIVE implementation, roll out to bed base and scope options to extend / develop a community electronic patient record.
- Roll out of ELMS software in one stop resource centre to support more effective and responsive care.
- Implement Digital Care Records System across council in-house provider services including intermediate care, reablement and supported living.

# Our objectives 2023-2024 continued



## Workforce & Organisational Development

- Continue to support our staff through the People Plan (recruitment, retention, attendance, appraisal, mandatory training and workforce development) including the review of social care assessors, social care capacity and recruitment programmes in Adult social care.
- Continue to support our staff through 'Let's Talk about Race' and implement the allyship model.
- Focused workforce support: reducing vacancies through bespoke attraction strategy and strengthening connections to local communities, improve recruitment processes and reducing avoidable absence by proactive health and wellbeing support and effective case management.
- To develop the joint work through section 75 to enhance performance, use of finances, joint planning and through joint delivery.



## Communications and Engagement

- Continue to undertake staff engagement approach on agreed themes and topics, collating and acting on feedback.
- Continue to undertake thematic staff engagement approach.
- Mobilise Neighbourhood model with closer alignment of community health services, social care, primary care, mental health, voluntary, community and social enterprise.
- Through mobilisation of the Neighbourhood Model deliver closer alignment of community health services with Social care, primary care, MH, VCSE; community service and agree closer working alignment with PCNs/voluntary sector and local residents.
- Continue to roll out ASC voice of the people programme.



## Performance, Evidence & Data Driven

- Convene Freedom 2 Lead 2023 and mobilise quarterly service plan impact reviews to inform LCO business change; aiming to build momentum for quality improvement in the LCOs.
- Ensure community services adhere to national planning standards and deliver Accountability Operating Framework (AOF) priorities.
- Ensure community services meet NHS performance standards relating to access, flow and data quality; delivering Accountability Operating Framework (AOF) priorities.
- Deliver the LCO Commissioning Reform programme outlining opportunities to redesign / remodel adult and children's community health services.
- Support the digital portal in Adult Social Care.
- Outline opportunities for in-house provider services, scope options for intermediate care and reablement.
- Reduce waiting times for Adult social care assessment.



## Sustainability - Climate Change / Carbon Zero

- Mobilise and measure the impact of actions delivered by community services to contribute to zero carbon inc. route mapping, prescribing practices, sharing of good practice approaches and opportunities to support sustainable travel.
- Understand opportunities to support zero carbon in community services through the LCO Climate Change group.



## Financial Sustainability

- Deliver the 2023/24 finance plan, operate within the Control Total, developing plans to increase productivity and deliver 2023/24 Waste Reduction Programme.
- Implement charging reforms / support the Fair Cost of Care work to move workforce to real living wage.

## Some of our key team objectives for the coming year are:

### Service priorities

- Robust monthly 1-1s, supervision sessions & IPDRs to support people within teams.
- Ongoing recruitment into vacant posts in all services.
- Increased use of telephone and virtual appointments to reduce travel costs and to be more time efficient.
- Complete service redesigns and improvements where identified.
- Improve management of nursing home referrals to Nutrition & Dietetics service including attendance at primary care network multi disciplinary team.
- Admin training review in clinical prioritisation service.
- Rollout of digital working to phlebotomy domiciliary service.
- Support and work within the developing neighbourhood programme.
- Refurbishment of Macmillan Wellbeing Centre & evolving services to meet client needs
- Implementation of IPADs in District Nursing teams.
- Phase 2 Occupational Therapy Assessment Team waiting list recovery plan & OSRC stabilisation programme.
- reduce waiting times for Adult social care assessment.
- continue to roll out ASC voice of the people programme.
- Carbon-light admin function – reduction in paperwork
- EMIS system rollout within services.
- Monthly quality care round audits in District Nursing teams and other service specific audits.
- Development & launch of step up pathway into Ascot House.
- eLMs2 system rollout in One Stop Resource Centre, supported by services with interdependencies.
- MFT wound care formulary to be followed to ensure effective use of dressings.
- Community Rehabilitation Therapists to be key members of case management multi disciplinary teams.
- Complete Discharge to Assess review & embed appropriate staffed AHP resource.
- Exploration of waiting list management in Speech and Language Therapy team.
- Delivery of podiatry harmonisation plan.
- Pulmonary Rehab accreditation under PSRAS, deliver second programme in Partington. Deliver NHS Long Term plan objectives with additional funding
- Reduce waiting times for Occupational Therapy Assessment Team.
- continue to roll out the Adult social care quality assurance framework.
- Embed the Improving Lives everyday programme.
- Implementation of new systems in Single Point of Access team– bots, EMIS, HIVE.
- Implementation of the Digital Care Records System across Council in-house provider services
- Progress the Living Your Best life programme.



## The LCOs are enabled in their design, delivery and monitoring of services through key enabling functions:

**Finance** – led by Laura Foster (Director of Finance LCO) / Graeme Bentley (Director of Finance Trafford Council)

**Performance monitoring** – led by Mark Edwards (Chief Operating Officer LCO) / Nathan Atkinson (DASS)

**BI, data and informatics** – led by Tim Griffiths (Director Corporate Services LCO) / Sarah Haugeberg (Strategic Performance and Policy Manager Trafford Council)

**HR and OD** – led by Jon Lenney (Director of Workforce and OD LCO) / Angela Beadsworth (Interim Director of HR Trafford Council)

**Quality, Risk and Safety** – led by Lorraine Ganley (Director of Nursing LCO) / Emma Brown (Director of Adults)

**Estates** – led by Mark Edwards (COO) / Nathan Atkinson (DASS)

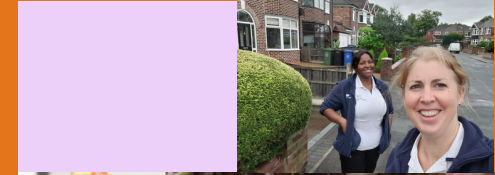
**Business change, transformation, planning and service improvement** – led by Helen Ibbott (Director of Strategic Planning and Reform) / Thomas Maloney (Programme Director Health and Care) / Nathan Atkinson (DASS)

**Clinical and professional leadership** – led by Dr Sohail Munshi (Chief Medical Officer) / Lorraine Ganley (Director of Nursing) / Nathan Atkinson (DASS)

**Communications and Engagement** – led by Katy Calvin Thomas (Chief Executive) / Nathan Atkinson (DASS)

**Working in partnership with the Integrated Commissioning Partnership Transformation & Delivery Team** – led by Nathan Atkinson (DASS) / Helen Ibbott (Director of Strategic Planning and Reform) / Gareth James (Deputy Place Leader for Health and Care Integration).

There are plans for the year for each of these areas – please see the full operating plan for full information.



**Trafford Local  
Care Organisation**

You can access our full Operating Plan and lots more information about us on our website - [traffordlco.org](https://traffordlco.org)

**#WeAreCommunity**