

Made in Bolton

Integrated Health and Care Directorate Plan 2022-24

**Bolton
2030**
Active, Connected & Prosperous



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1.

Foreword

Introduction to the Directorate

In Bolton our shared vision is to work together to improve the health and wellbeing of all our people.

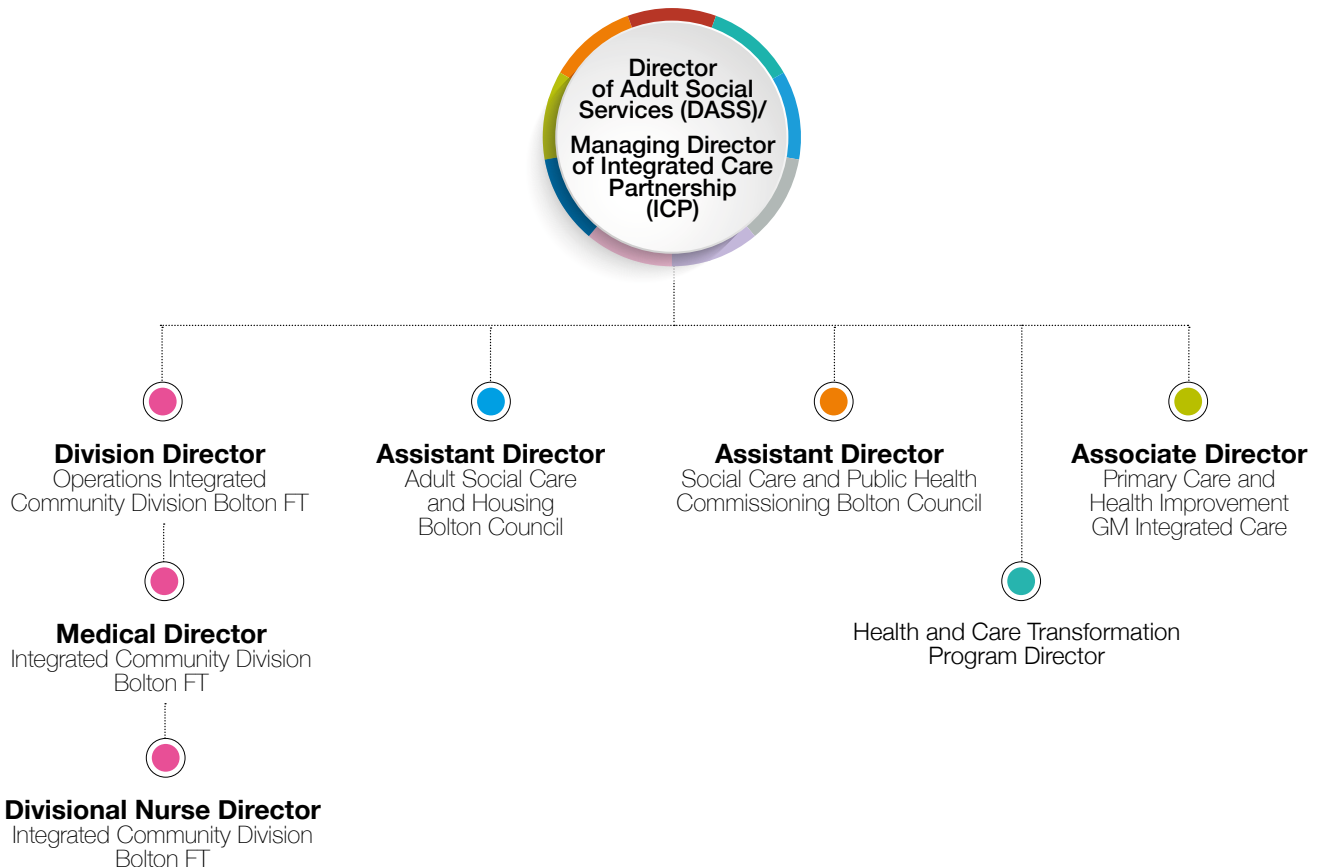
We want Bolton people involved in their own health and wellbeing and enabled to stay well for as long as possible. To achieve this and therefore tackle the significant inequalities across our communities, we need to work across public, community and voluntary services and with local people to design and deliver a very different approach to health and care making tangible improvements for all people.

This Integrated Health and Care Directorate Plan sets out our priorities for the years ahead and the outcomes we want to achieve to help deliver a new way of providing health and care services in Bolton. This responds to both the learning and anticipated future challenges for Bolton.

The Integrated Health and remit around adult social care, primary care, community based health services and commissioned care

and health services. It has operated as a joint Directorate between organisations and will be hosted by Bolton NHS foundation Trust in the future as integration progresses.

Our plan aims to enable adults in Bolton to live independently at home for as long as possible, supported by appropriate community based health and care services and support to access more specialist services where needed.



In 2020/2021 the following was delivered;

- Adult social care has made over 25,287 contacts with people throughout Bolton with over 5,870 people receiving support and 4,321 people accessing packages of care
- Together with our care provider partners we support over 400 people, including people with learning disabilities, to live as independently as possible in Supported Living properties across Bolton
- Primary Care's Covid-19 Vaccination Team have given over 190,000 COVID 19 vaccines across local vaccination sites, pop up and mobile clinics, reaching people with learning disabilities, pregnant women, refugee and asylum seekers, street sex workers and taxi drivers
- Between April 2021 and January 2022, our community health services had more than 385,000 contacts with people in their own homes, community clinics, and in hospital
- Bolton Care homes have been able to maintain or improve their Good or Outstanding ratings with CQC meaning Bolton has the lowest rate in GM for Care homes requiring improvement work
- Primary Care Networks have offered almost 20,000 Extended Primary Care evening and weekend appointments during 2021/22 to residents needing to see a GP, nurse, physiotherapist or mental health worker
- Adult Social Care have provided 6031 adaptations, equipment and telecare products have been provided for 2876 people in 12 months



Context for this plan

Recovery from pandemic

Bolton's population has been hit harder by Covid-19 both directly in terms of people experiencing complications and indirectly through deepening existing health and social inequalities. We also know that the growing pressures of cost of living is already having a significant impact on Bolton people and their wellbeing – our Integrated Health & Care Directorate Plan outlines key priorities to ensure people can live well at home.

Our Integrated Health and Care teams have worked tirelessly in response to this and will continue to play a critical role as we move towards recovery from the impact of the pandemic. With a strong commitment to working together and delivering according to the needs of individuals, they have helped Bolton people achieve their best outcomes in what has been an incredibly challenging period of time. As we move forward, it is important we harness this approach and build it into our 'business as usual'.

While we have continued to respond to the pandemic working together to keep people well at home and safely discharged from hospital where needed, we have also worked hard to progress our plans to improve people's health and wellbeing in their communities.

As we move into recovery, it is even more important to ensure effective transition pathways are available for service users between children and adult social care, and between health and social care.

By working with
our partners we will
work to enhance
the pathways.

The Reset and refocus of Vision 2030

Through the shared experience of the pandemic, the partnership has recognised and responded to the opportunity to refocus on the right things, working in the right ways to support the people of Bolton as best we can. There is a need to develop a clear focus of the specific issues that need partnership focus.

This includes taking stock of the unique experience and impacts of the last two years of Covid-19 pandemic and of our operating environment and resource position. During the vision reset work, the partnership reconfirmed their commitment to the six vision outcomes:



In addition, the reset has also identified a small number of crucial issues that are seen to be urgent, that can only be delivered by the whole partnership working together, impact on our communities and require reform and new capabilities.

Four priorities emerged which will be delivered alongside the existing six outcomes. These are:



To this end, alignment and coherence of our activity across the Council and with our partners will be crucial.



The role of the Council

Maintaining stability and developing collaborative place leadership

The Corporate Plan will have an emphasis on how we develop our role in the Council as an enabler and facilitator of the whole partnership effort to deliver on the Bolton Vision – by adopting our place leadership role.

First, we have to ensure we are maintaining stability and delivering on the minimum expectations and legal requirements of the Council. We cannot achieve anything without these. From that stable base we can pursue our bolder ambitions for Bolton and support them in a place leadership role.

To do this, we will:

»» Ensure the Council is financially stable, managing effectively with the resources it has.

»» Work alongside Bolton's residents to support and enable them to deliver in their communities.

»» Our methods of working and infrastructure will be fit for the future, meeting residents expectations.

»» Working Together – we will work as one team across the Council and with partners to achieve our goals.

»» Continue to meet our statutory responsibilities.



Underpinning this place leadership approach, and to enable this shift in role and culture, six internal Council change programmes have been identified and we all have a part to play in their successful delivery.

The Corporate Plan is part of our new approach to Corporate Planning and Directorates will play a crucial role in recognising this place leadership role within their own practice, ensuring this plan speaks to them, whilst also fostering the six internal change programmes.

Internal change programmes

Supporting these five key strands of focus are six internal change programmes which have been designed to drive and improve capability.

Organisation Development Change Programme

- Enabling meaningful development opportunities
- Embracing new ways of working that supports strong delivery and the health and wellbeing of staff
- Engaging with our workforce better
- Attracting and retaining staff at all levels and ensuring we reflect the communities we serve
- Developing a modern progressive suite of HR and OD policies that support our staff to deliver their best



Strategic Intelligence/ Performance and Delivery Management Change Programme

- We will make best use of the available data and information to support insights and inform decisions
- Understand how intelligence can play a core role in designing, delivering and transforming public services
- Ensure we use intelligence to deliver our outcomes for residents of Bolton and improve efficiencies / value
- Embracing new ways of working - across teams organisations and sectors
- Make decisions based on what data is showing us that will improve the performance of the organisation



Empowering Communities Change Programme

- We will ensure our residents have greater control in the planning, design and delivery of health, social care and public services
- Improving how we identify and understand the assets our communities have and can be used to improve quality of life
- Ensuring our workforce better reflects the communities we serve in Bolton – how do we use the programme to better empower our residents
- Join the dots and make sure that work to develop community alliances, community champions and any other locally focused approaches remain aligned and complimentary



Digital Transformation Change Programme

- Embedding a culture into the organisation that promotes the use of digital
- Organising ourselves to deliver the best digital outcomes
- Making best use of the data available to improve our decision making
- Identifying and actively managing potential risks that may arise from embracing and deepening a digital way of life
- Embracing new ways of working - teams, across organisations and sectors
- Developing Council processes to help with quality, ease and efficiencies of service
- Ensuring better use of resources we have at our disposal to meet the needs of residents, businesses and staff



Start for Life Change Programme

- Developing a start for life offer across all agencies, working with Bolton children and families
- Further develop our inclusive education approach to ensure all children feel they belong in their local school or setting and are prepared for life and independence
- Ensuring support for children and young people is seamless throughout their journey
- Creating a network of family hubs, incorporating Early Help and SEND Services

Economic Growth and Resilience Change Programme

- Creating jobs and supporting residents into sustainable employment and healthy resilience
- Increasing investment into the town, maximising the strengths of Bolton
- Match skills and training to employer future demand, including green jobs
- Supporting scale ups and business growth and innovation in the borough



2. ICP Directorate Delivery Plan on a Page

Directorate theme	Directorate Priority	One Borough		One Council				NHS Community and Primary Care Services (Health)																																	
		Vision outcomes		Strategic delivery programmes		Place Leadership role of the Council		Internal change programmes		Bolton Integrated Community Services Division Priorities					NHS Priorities																										
		Start Well	Live Well	Age Well	Prosperous	Clean & Green	Safe, Strong & Distinctive	The Carbon Reduction Strategy	Adverse Childhood Experiences	Neighbourhoods	Aspirations and Skills	Stable & Responsible	Getting the basics right	Empowering	Working together	Modern	Digital Transformation	Empowering Communities	Strategic Intelligence, Performance and Delivery Mgt	Organisational Development	Start for Life	Economic Growth and Resilience	District colocation and integration	Living well at home	Winter Planning	Service and performance recovery	Agile working	Workforce	Investing in the workforce	Responding to Covid	Tackling the elective care backlog	Responsiveness of urgent and emergency care	Timely access to primary care	Mental Health services for people with a learning disability and/or autism	Population health management prevent ill health and health inequalities	Transform using digital	Establish Integrated Care Boards and system working				
Home First and tackling urgent need	Supporting people to access the right care at home (including Care Homes); avoiding crisis wherever possible. Where people need to go to hospital we will work together to avoid delayed discharge.	●	●			●	●			●		●	●	●	●		●						●	●	●						●	●	●	●							
Living well at home and tackling inequalities	Improve population health in neighbourhoods, reduce duplication, support integrated care, and embed prevention working closely with all partners through integrated district teams.	●	●			●	●			●		●	●	●	●		●						●	●												●		●			
Enabling healthy and connected communities	Work differently with communities to enable self care and support prevention objectives. Work together with Place based services and VCSE to draw on existing engagement activity to listen and engage with local people.	●	●			●	●			●		●	●	●	●		●						●														●				
Integrated Workforce Development	Supporting a skilled workforce which feels valued, is person centred and works together across services and organisations.		●	●	●	●	●			●	●	●	●	●			●		●				●		●	●	●	●		●								●			
Market Shaping and Sustainability	Develop and embed a sufficient and sustainable provider market, which reflects the strategic priorities of the Council and the Integrated Health and Care Directorate, supports service users, families and carers and is person centred and outcomes focused	●	●	●		●	●			●		●	●	●	●		●	●	●					●														●			
Social Care Reform Implementation	Redesign and reform business to meet the statutory reform and inspection requirements		●	●		●	●			●		●	●	●	●		●	●	●				●						●		●		●	●	●	●	●	●	●	●	●
Housing and Asylum Dispersal reform	Effective implementation of national reforms to ensure Bolton supports people effectively at an appropriate proportion for the town	●	●	●		●	●			●		●	●	●	●		●																								

Adopting the One Borough, One Council and NHS Community Services approach with the Directorate

Our vision and each of the outcomes and priorities for the years ahead have been developed to align and accelerate the Borough's wider 2030 Vision, and health priorities focussed on improving the health and wellbeing of local people and preventing the causes of ill health whilst contributing towards a sustainable health and care system. At the heart of these priorities are the desire to make a tangible difference to people's lives.

The Integrated Health & Care Directorate has key leadership responsibility to enable adults in Bolton to live independently at home for as long as possible.

The Directorate priorities align with the One Borough and One Council approaches, and the Health objectives to provide residents with a personalised and co-ordinated offer.

The priorities outlined reflect the complex challenges that our communities and organisations continue to face and which therefore require a partnership approach with a single plan by which to drive the transformation required.

The ICP has a whole population integrated care approach, supporting and enabling health and connected communities, targeting support to those needing support in their community and enabling timely discharge when people do need to access hospital or acute care services.



3.

Wider Council Plans

Service Plan contribution

We recognise that each of our services operate differently within the organisation and there would be no logical way of capturing all these in standardised service plan/format, despite us all working towards similar goals,

our overall Vision outcomes. It's through these service activities that we are able to deliver the priorities identified within this Plan and by adopting the Place Leadership approach set out within the Corporate Plan we can

ensure we do this effectively and efficiently as possible.

To assist in development of service plans, each Directorate's Policy and Performance team are able to offer support in this.

Ensuring that Insight Exchange (staff appraisal/development) is linked

Employees are fundamental to the success of the Directorate Plan, playing a key operational role, from front line staff to strategic leaders, through the Values and Behaviours framework

employees will perform their jobs effectively to enable the delivery of our priorities and these should emerge as part of individual Insight Exchanges.

Detailed guidance for conducting Insight Exchanges is available on the Council's Intranet and for NHS staff within Bolton FT intranet to ensure the equivalent professional and clinical development through 'FABB' conversations.



Appendix A

Directorate priorities breakdown

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
Home First and tackling urgent need	Supporting people to access the right care at home (including Care Homes); avoiding crisis wherever possible. Where people need to go to hospital, we will work together to avoid delayed discharge.	ICP SLT	Work with Integrated Care Partnerships Senior Delivery Change Teams with AQUA to support design and implementation of a Home First model.	<ul style="list-style-type: none"> No criteria to reside Length of stay in hospital Permanent admissions to hospital Readmissions within 30 days
		Division Director Operations Integrated Community Division	Implement system wide virtual ward model to an expanded group of patients, that allow people to receive care at home (including in care homes) safely rather than in hospital.	<ul style="list-style-type: none"> Readmission within 30 days
		Division Director Operations Integrated Community Division / Associate Director Primary Care and Health Improvement	Further development of anticipatory care model, to ensure that residents are able to access preventative services that prevent, delay or reduce the need for more specialist services.	<ul style="list-style-type: none"> Anticipatory care identification numbers (awaiting national guidance and indicators)
Living well at home and tackling inequalities	<p>Improve population health in neighbourhoods, reduce duplication, support integrated care, and embed prevention working closely with all partners through integrated district teams.</p> <p>Enhance transition pathways for service users between children and adult social care, and between health and social care.</p> <p>Develop operational integrated district teams linked to neighbourhoods to improve integrated care arrangements.</p>	Associate Director Primary Care and Health Improvement	Working with nine Primary Care Network leads and wider partners, develop a shared understanding of our neighbourhood needs to develop shared plans to tackle health inequalities.	
		Assistant Director Adult Social Care & Housing/ Assistant Director Children's Social Care and Early Help	Undertake a review of transitions and develop a model including implementing an improvement plan and establishing key performance measures	
		ICP SLT	Progressing the core operating model for districts through MDT working with PCN and health and care team	
Enabling healthy and connected communities	Work differently with communities to enable self care and support prevention objectives. Work together with Place based services and VCSE to draw on existing engagement activity to listen and engage with local people.	Assistant Director Social Care & Public Health Commissioning /Assistant Director Adult Social Care & Housing	Develop a greater understanding of our community assets and our markets to enable outcome based grants and contracts	
		Associate Director Primary Care and Health Improvement	Prevention and Health Improvement – Delivery of Health Improvement and Best Care Standards – long term conditions (LTC) in the Bolton Quality Contract (BQC). Shaping and influencing future BQC contracts, linked to ICP priorities as the new ICS arrangements develop	<ul style="list-style-type: none"> Narrative as locality and ICS arrangement develop

Appendix A

Directorate priorities breakdown cont'd

Directorate theme	What we want to achieve	Who will be accountable	How will we achieve this	How will we measure this
Integrated Workforce Development	Supporting a skilled workforce which feels valued, is person centred and works together across services and organisations.	ICP SLT	Develop and agree a shared way of working across our integrated health and social care teams with a shared identity. Agreeing a shared approach to how the developing Health and Care Directorate will work, including how integrated staff teams work in the community (e.g. strengths based working / trauma informed working)	
Integrated Workforce Development	Build an inclusive training and employment model for health and care (including local private providers)	ICP SLT	Develop shared employment pathways and work together as a system to recruitment, develop and retain our workforce, including exploring blended roles and trusted assessors	
Market Shaping and Sustainability	Develop and embed a sufficient and sustainable provider market, which reflects the strategic priorities of the Council and the Integrated Health & Care Directorate, supports service users, families and carers and is person centred and outcomes focused	Assistant Director Social Care & Public Health Commissioning / Assistant Director Adult Social Care & Housing	To utilise the current local data and intelligence system in order to work with our local providers, ensuring that local provision meets our strategic priorities, including the key priorities as identified in the Demand Management Strategy, Fair Cost of Care exercise (including home care and residential / nursing care homes) and Market Position Statements (MPS).	<ul style="list-style-type: none"> • Fair cost of care exercise • Publication of thematic market position statements
Social Care Reform	Redesign and reform business to meet the statutory reform and inspection requirements	Assistant Director Social Care & Public Health Commissioning / Assistant Director Adult Social Care & Housing	Develop a robust QA framework to meet CQC requirements and implement the actions from the Fair Cost of Care exercise	
Housing and Asylum Dispersal reform	Effective implementation of national reforms to ensure Bolton supports people effectively at an appropriate proportion for the town	Assistant Director Adult Social Care & Housing	Engagement and influencing the GM and National strategies working with partners to provide sufficiency strategy	