

# TH Locality Framework and Programme Roadmap

2022 – 2024

**TOWER HAMLETS  
TOGETHER**

*Delivering better health  
through partnership*

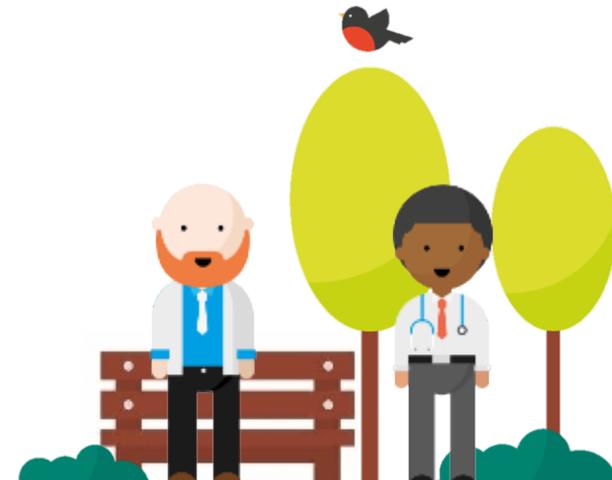


# Ask of the Health and Wellbeing Board

1. The Board is asked to comment on the outlined proposal to develop a locality framework for Tower Hamlets and its implementation.
2. To discuss alignment with the principles and aspirations of the Health and Wellbeing Strategy

# Background

- Tower Hamlets Together (THT) updated their Borough Plan in July 2020 to reflect on the impact from COVID. The Borough Plan outlines the vision for integrated care in TH, their key aims and principles together with an agreed outcomes framework to help monitor progress.
- The next phase is to understand how the Borough Plan will be implemented at a local level. An agreement has been made to operationalise the Borough Plan at locality level and work is now needed to agree how it will work in practice.
- It is proposed to work over the next 3 years to develop a blue print for the locality model, understanding requirements at a local and national level across health and social care, benchmarking ourselves against this and then delivery of a roadmap for improvement and implementation as required.
- This can only be done in collaboration within the THT partnership and with stakeholders across Tower Hamlets at a borough and at a locality level (such as residents, PCNs, social care, etc.). Key stakeholders are: Public Health Director, Divisional Director Adults Social Care, CEO CVS, Director of Integrated Commissioning, GPCG, PCN CDs, ELFT, TNW Directors of Primary Care and Planned Care, Housing leads.



# National and local support for join up at place



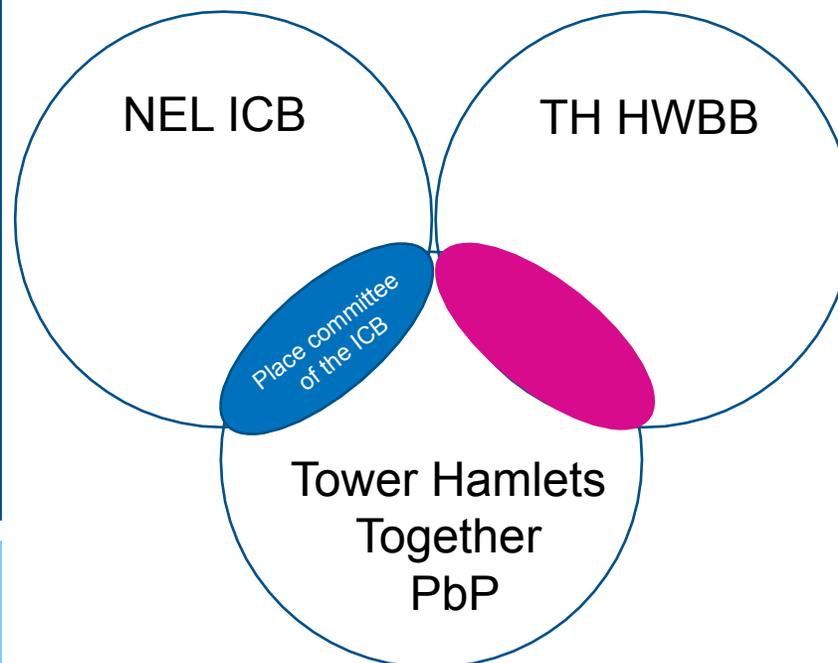
## NEL ICB

### Non-delegable duties

1. Duty to develop joint forward plan and related powers of revision/duties of consultation
2. Duty to prepare and publish annual report
3. CHC duties – subject to amended secondary legislation
4. Patient choice - subject to amended secondary legislation

## Tower Hamlets Together Executive

1. Transform health and tackle inequalities
2. Improve quality of care
3. Commission and deliver high quality services
4. Further health and social care integration
5. Develop our partnerships
6. Design care around people
7. Develop our teams and infrastructure
8. Delivery of the THT Outcomes Framework (I statements)
9. Delivery of the joint workforce strategy



## PCN's

1. Improving prevention and tackling health inequalities
2. Support better patient outcomes in the community via proactive primary care
3. improved patient access
4. Deliver better outcomes for patients on medication
5. Help create a more sustainable NHS

## Health and Wellbeing Board

1. Safe social spaces
2. Children happy, healthy and confident
3. Young adults opportunities, connection and support for wellbeing
4. Middle aged and older people healthy and well
5. Joined up system focussed on what matters
6. Equalities and anti racism

## Tower Hamlets Committee of the ICB

1. Delegated commissioning functions
2. Health and care needs planning
3. Market management, planning & delivery
4. Financial control and contracting
5. Monitoring performance including quality improvement
6. Communications and engagement with stakeholders
7. Population health management
8. Emergency planning and resilience

# The proposal

The primary purpose of this programme can be broken down into the following phases which are proposed as a broad outline and will continue to develop as we start work in phase 1:

## Phase 1 - Developing the Case for Change – April 2022

- Understand the national and local drivers for delivery across Localities.
- **Define what Localities mean for Tower Hamlets staff and residents and agree the vision for our Localities within the THT plan and HWB strategy.**
- **Undertake formal and informal engagement with residents and staff.**
- Develop a framework for delivery, including identifying how the different requirements of the Primary Care Networks, Health and Wellbeing Strategy, Trauma Informed Care fit together at a locality level why a locality model is needed.
- Identify what enablers are needed to make Localities work.
- Establish within the framework how to measure progress for Localities, using existing TH outcomes framework.

## Phase 2 – Develop Locality Models – test and learn – Dec 2022

- Using agreed framework undertake Locality assessment and identify progress and areas for development.
- Develop the Locality Operating Model, which set out the service model, ways of working and population health approach and a multi-year plan to achieve this.
- Complete delivery of the multi-disciplinary team and care coordination model and look at care pathways that would bring teams together.

## Phase 3 - Transformation in agreed priority areas and developing the Locality team – 2022-2024

- Transformation in the core Locality based services and building the Locality team.
- Transformation work in community navigation, community pharmacy, children services, long term conditions and anticipatory care.
- Place based OD and people project to ensure there is a cultural shift to realise the benefits of Locality working.
- Develop a model for community and voluntary sector partnerships, and resident involvement in each Locality.
- Develop a model for addressing health inequalities on a Locality footprint which brings together the voluntary and community partnership.



# Specification for External Support to Deliver

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## Aims and Objectives

- Develop a framework for Tower Hamlet Localities to identify, understand and implement national and local drivers across health and social care. Including undertaking engagement with staff and residents to inform the vision for our Localities within the THT plan and HWB strategy.
- Within the framework for delivery, identify how the different requirements of the Primary Care Networks, Health and Wellbeing Strategy, Trauma Informed Care, Health Inequalities findings/recommendations, resident feedback (various sources) fit together at a locality level and why a locality model is needed. This framework will also identify what enablers are needed to make Localities work.
- Establish within the framework how to measure progress for Localities, using the existing Tower Hamlets Outcomes Framework.
- Once the framework is agreed undertake a Locality assessment to identify progress and areas for development.
- Produce final report identifying areas of improvement and suggested roadmap for implementation across Localities.
- Deliver the locality plan



# Phase 1 development approach – End Date Q4 tbc

(subject to appointment)

## Phase 1.1 (2 weeks)

- Secure buy-in from key stakeholders for the proposal and the output.
- Agree oversight of the roadmap development and key contact.

## Phase 1.2 (2 weeks)

- Appoint a lead to coordinate the work using the BCF monies.

## Phase 1.3 (2 months)

- Develop Framework.
- Carry out the engagement through a number of cycles.
- Received input from key existing boards and groups, such as THT, TH LDG and HWBB.
- Understand Local and National Drivers.

## Phase 1.4 (1 month)

- Agree framework through confirmed governance – THT.
- Undertake Locality assessment using framework and identify areas for improvement.

## Phase 1.5 (2 weeks)

- Complete roadmap for ongoing implementation.
- Roadmap to include resources needed to drive the implementation as well as how it will be governed at a Borough level.
- Approval of the roadmap through THT and HWBB.

### Proposed questions for engagement:

- operating model and priority areas to start delivering at a locality
- what workforce, estate and technology needed to deliver the operating model
- how changes will be funded and maintained
- implementation governance structure
- on-going locality governance & resident engagement
- What are the potential roadblocks?
- Risks and risk management

