

# Chief Executive's report to the NHS Greater Manchester Integrated Care Board

19<sup>th</sup> July 2023

## NHS Greater Manchester Integrated Care

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### PURPOSE OF REPORT:

The report is as usual split into three key sections; national updates, regional updates and system updates. The report details various hot topics and themes which I would like to bring to the attention of Board members. Feedback on the format and content provided, as well as any requests of topics Board members would like covered in the coming months would be welcome.

### KEY MESSAGES:

The Chief Executive's report is once again split into three key sections; national updates, regional updates and system updates here in Greater Manchester (GM).

### RECOMMENDATIONS:

The Board is asked to:

- a. Provide feedback to the Chief Executive on the topics covered.
- b. Suggest and recommend future topics for the Chief Executive's report.
- c. Note the content of the report and the key messages provided.

## 1. INTRODUCTION

The Chief Executive's report is once again split into three key sections; national updates, regional updates and system updates here in Greater Manchester (GM).

## 2. National Updates

### The NHS Turning 75 and one year anniversary of integrated care systems

On 5<sup>th</sup> July 2023, we marked 75 years of the National Health Service. Treating over a million people a day in England alone, the NHS touches all of our lives. When it was founded in 1948, the NHS was the first universal health system to be available to all, free at the point of delivery. This date and anniversary have a special connection to Greater Manchester, with the first NHS hospital opened on this special date, at Trafford General Hospital, which is now part of Manchester University NHS Foundation Trust (MFT). To mark the occasion, NHS GM organised an intergenerational event at Urmston Sports Club to celebrate and share stories with local school children and older people from the community. Guests included Greater Manchester Mayor Andy Burnham; Trafford Council Leader Councillor Tom Ross and Dr Claire Lake, Deputy Chief Medical Officer for NHS GM. Staff across NHS GM also celebrated by taking part in tea parties and we recorded a moving video that captured how our staff feel about the NHS.

I know senior leaders within their respective organisations across the system, led and joined in on the celebrations. Myself and the Chief Medical Officer, Professor Kumar were invited by the Lord Mayor of Manchester, Councillor Yasmine Dar, to a Reception at Manchester Art Gallery, to celebrate the 75<sup>th</sup> Anniversary. I would welcome the Board to share their own memories and highlights of their time in the NHS, as well as joining me in their own thanks to our staff, both past and present who continue to deliver against the six values of the NHS:

- **Working together for patients.** Patients come first in everything we do.
- **Respect and dignity.** We value every person – whether patient, their families or carers, or staff – as an individual, respect their aspirations and commitments in life, and seek to understand their priorities, needs, abilities and limits.
- **Commitment to quality of care.** We earn the trust placed in us by insisting on quality and striving to get the basics of quality of care – safety, effectiveness and patient experience right every time
- **Compassion.** We ensure that compassion is central to the care we provide and respond with humanity and kindness to each person's pain, distress, anxiety or need
- **Improving lives.** We strive to improve health and wellbeing and people's experiences of the NHS
- **Everyone counts.** We maximise our resources for the benefit of the whole community, and make sure nobody is excluded, discriminated against or left behind.

On 1<sup>st</sup> July 2022, NHS GM became one of 42 integrated care boards in England responsible for making decisions about health services in our local areas. To mark our one-year anniversary, we shared case studies across our social media to show how working together is making a difference. NHS GM intends to share more case studies over the coming weeks so keep a look out on our social media channels.

### Long Term Workforce Plan released

At the end of June NHS England published its Long Term Workforce Plan, a plan developed by the NHS, backed by investment from the Government and created in collaboration with staff and other experts. The plan is set to deliver the biggest increase in training numbers in the NHS's 75-year history and sets out clear actions for training record numbers of staff, addressing gaps in the current workforce and meeting the challenge of a growing and ageing population.

The plan acknowledges that increasing recruitment is not enough on its own, so the plan also sets out how staff will be retained, progress and learn at work through the NHS People Promise. The implications of the Long Term Workforce Plan for GM are currently being progressed and will be reviewed by the System People Board. NHS GM will also see how we can align the Long Term Plan with our [Greater Manchester People and Culture Strategy](#) and our wider ambitions for the Integrated Care Partnership (ICP).

### CQC request for ICS assessment pilot volunteers

Under the Health and Social Care Act 2008, as amended by the Health and Care Act 2022, the Care Quality Commission (CQC) now have new powers to assess Integrated Care Systems (ICSs). Before the CQC can move to ongoing assessments, the CQC have advised that they will need to complete an initial formal assessment for all ICSs to establish a starting point, or 'baseline'. The CQC expect to commence their initial formal assessments from 2024. Therefore, from 1<sup>st</sup> April 2023 the CQC are reviewing information to provide a national overview on how ICSs are working to support people to access the care, support and treatment they need, when they need it. This work will also report on how ICSs are responding to inequalities of access across their populations.

The CQC have undertaken co-production to develop their interim methodology and, with the intention to undertake pilot assessments, initially covering two ICSs between September and December 2023. NHS GM have applied to be a pilot ICS. However, at the time of writing this report, NHS GM are yet to hear if we have been successful. Once I am aware of the outcome, I will duly inform the Board. The Board should be aware that the pilot assessments are a key activity to make sure the CQC assessments are as effective as possible, to test the full methodology and ensure that the CQC can apply it to the wide variety of ICSs across England. The CQC aim to incorporate any learning into their approach for formal assessments.

### The Baton of Hope

The [Baton of Hope](#) is the biggest suicide prevention initiative the UK has ever seen, which [visited Greater Manchester](#) on Thursday, 29<sup>th</sup> June on the first ever tour of its kind. The Baton started its GM journey at Media City and was rowed by Agecroft Rowing Club members and Mike Palmer from 3 Dads Walking, into Manchester before heading to Old Trafford. It was then picked up by a team of runners at Manchester United Football Stadium, who took it to Manchester City Football Stadium and on to the National Cycling Centre. Next it was walked from Whitworth Art Gallery along Oxford Road to St Peter's Square, where it was carried in a figure of eight, representing infinity.

The day drew to a close with the Evening of Hope, which I had the honour of delivering the closing remarks. The event featured the 3 Dads Walking, local poet JK O'Neil and the Greater Manchester 'Sing Their Name Choir', which is a choir for those bereaved by suicide, who performed publicly for the first time. I would like to once again thank all those members of staff who were involved in making this amazing day of events happen. The visit complemented work already underway in GM to promote suicide awareness and the

importance of hope through our award-winning [Shining a Light on Suicide](#) campaign. I would encourage Board Members to learn more about how to save a life by completing the [free suicide prevention training](#). It will give you the skills you need to help someone struggling with suicidal thoughts. When I attended the ICP Board on 30<sup>th</sup> June, I encouraged senior leaders at the Partnership Board Meeting to increase their knowledge so we can together save lives. At our Board on 19<sup>th</sup> July, I will once again express this expectation, for Board members to complete the training.

### **3. Regional Updates**

#### NHS England – Operating Model & Staff Transfer

As explained by the Deputy CEO to the Board in May, discussions on the future NHS England Operating Model for the Regional Team have continued. The focus of our discussions with the Regional Team has been on the arrangements for NHS England staff who were embedded within Greater Manchester Health and Social Care Partnership (GMHSCP). I can confirm, that as of 1<sup>st</sup> May, most of the embedded staff formally transferred into NHS GM. In addition to this, we welcomed the Primary Care Complaints Team, formerly part of NHS England, into NHS GM. The transfer is a key step in NHS GM accepting the delegation of Primary Care Complaints Management from NHS England and a move towards the establishment of one NHS GM Patient Services Team.

### **4. Greater Manchester Updates**

#### Celebrating our health and care champions

The Greater Manchester Health and Care Champion Awards 2023 are the only GM-wide awards to recognise the breadth and diversity of our workforce. First introduced in 2018, the awards are now in their fifth year and are an excellent opportunity to celebrate the fantastic contribution of our paid workforce, as well as unwaged carers and volunteers. At the time of writing this report I am yet to attend the award ceremony, which is taking place on Thursday 13<sup>th</sup> July. I look forward to updating Board members verbally at the meeting and sharing some of the inspirational stories we get the opportunity to hear.

#### Public launch of strategy and Joint Forward Plan

In March 2023, the Greater Manchester ICP Strategy was signed off by the Greater Manchester ICP Board and [published on the Greater Manchester ICP website](#). The strategy explains how, through working together, our health and care services will help to make GM a place where everyone can live a good life; grow up, get on and grow old in a greener, fairer more prosperous city-region. The strategy is backed by a [Joint Forward Plan](#), which was signed off by the GM ICP Board on Friday 30<sup>th</sup> June 2023. While the strategy is the 'blueprint' of what we want to achieve over the next five years, the Joint Forward Plan is the detailed action plan on how we are going to do it and will be an evolving document hosted on the ICP website.

Both the strategy and plan are the culmination of months of engagement with our stakeholders on how we want health and care to be delivered across GM, so that everyone who calls our city-region 'home' can live a good life with improved health and wellbeing and access to high quality care from health and care services that work together and are sustainable. To make the strategy more accessible and easier to digest, a number of materials are now available, bringing the 50-page document to life. This includes a [16-page summary](#) and [leaflet](#). Easy read versions, an engagement presentation and translated versions will also be available.

### Project Aurora (Right Care, Right Person)

Project Aurora is Greater Manchester Police's (GMP) interpretation of the Right care, Right Person national directive from the Home Secretary for police to refocus deployment decisions on crime. I have personally met with GMP, as have various system colleagues to learn more about how GMP aim to reduce the inappropriate and avoidable involvement of the police in their calls in connection with people who have health and, or social needs. GMP will of course continue to respond to calls where there is an immediate risk to life, a legal duty to act, a risk to a child, or where a response falls within the core policing principles to protect life, protect property or keep the King's peace.

GMP estimates that just 37% of their call outs are for crime related reasons. Of all the calls they receive for mental health related reasons, 88% are classed as non-urgent. GMP also estimate that they spend over 2,000 Police Officer hours each month managing Section 136 cases, with 80% of the Section 136 patients taken to an Accident and Emergency (A&E) department. The average handover time for these patients is 24 hours. For Board Members who are unfamiliar with the terminology, Section 136 relates to the Mental Health Act 1983, which empowers the police to detain those suspected of being mentally ill in public places and convey them to a place of safety. In practice, A&E departments are often used.

Under Right care, Right Person, GMP would stop responding to a large number of calls as they are not the agency best placed to deal with them. The work taking place under Project Aurora is to work with GMP on pathways for people making those calls. This will have a significant impact on the mental health crisis services as large volumes of people may require a response in lieu of the police dealing with it and this impacts our health and care providers, such as the North West Ambulance Service (NWAS). GMP are consulting with partners over the summer period, with a likely rollout in April 2024. The Chief Medical Officer and I will keep the Board updated on any important developments.

### Who's who in your GP practice

NHS GM in partnership with the Primary Care Provider Board have launched a new campaign to raise awareness of the new roles, supported through ARRS (Additional Roles Reimbursement Scheme) that now form part of many general practice teams. The "Who's who at your GP practice" campaign launched on Friday 23<sup>rd</sup> June 2023, aims to improve understanding of these roles, and highlight the benefits to patients. It features health professionals from GM, working as part of multi-disciplinary teams within practice, explaining their roles and how they can support patients. The toolkit contains various useful resources including social media graphics along with accompanying messages and visuals for waiting room display screens and posters.

For more information, please visit [www.gmintegratedcare.org.uk/whoswhoatyourGP](http://www.gmintegratedcare.org.uk/whoswhoatyourGP)

### Relaunch of the GM Wellbeing Toolkit and new Engagement Quiz

The third edition of the [Greater Manchester Wellbeing Toolkit](#) has been re-launched for our health and care staff. The refreshed toolkit is rebranded for our integrated system, and includes new sections on stress and burnout, and an update on the support and resources available when we need them.

The live virtual launch coincided with Good Employment Week, which was attended by approximately 150 people from across 50 organisations, with speakers including Professor Dame Sue Bailey, Professor Sandeep Ranote, and wellbeing champion Lisa Williams. The event also included the launch of the new interactive [GM Wellbeing Engagement Quiz](#) aiming to offer people the opportunity to take part in a series of questions to identify individual areas of focus to improve their wellbeing. The toolkit is part of our wider

GM Wellbeing Programme, that looks at how support better wellbeing cultures and provide everyone with access to good wellbeing support, regardless of their employer.

### Collaborative recruitment event in Stockport

Thursday 29<sup>th</sup> June saw the delivery of another cross-sector recruitment event in Stockport Town Hall. Working closely with system partners, the NHS GM People and Culture Team supported the delivery of this collaborative event which aimed to not only support recruitment into health and care, but also remove as many barriers for candidates as possible to make this a more accessible career option for our local communities.

Organisations from One Stockport Integrated Care, Stockport NHS Foundation Trust, primary care, social care and the voluntary sector presented themselves as one, rather than in competition against each other. Hundreds of people joined the event, which was also supported by The Princes Trust who provided interview preparation support. We eagerly await the lessons learnt and evaluation findings, which will be added to the evolving recruitment event pack as part of the forthcoming GM Recruitment and Retention Toolkit. I am delighted to say that this approach to recruitment is a finalist in the Working Smarter category in the 2023 Healthcare People Management Awards.

### Greater Manchester Health Mental NHS Foundation Trust (GMMH) CEO

I would like to firstly thank Neil Thwaite for his time as Chief Executive for GMMH since 2018, but also for his time as Partner Board Member for Mental Health for NHS GM, since our organisation's inception last year. I am grateful for his contribution, representing the patient and service user voice of our mental health and care services. I would like to extend my thanks and appreciation to Neil for his many years of dedicated service and leadership in the NHS. I can confirm that the process is now underway to appoint a new Partner Board member for Mental Health which Sir Richard Leese will announce in due course.

From 1<sup>st</sup> July, GMMH welcomed Jan Ditheridge as their new interim CEO. Jan was until recently CEO at Sheffield Health and Social Care NHS Foundation Trust (SHSC). Jan has over 40 years NHS experience and is a dual-qualified nurse and is a very experienced CEO. I am sure Board members and wider system colleagues will make Jan feel very welcome to the GM system.

### Edward Astle appointed as new Chair of The Christie

Edward Astle has been appointed as the new Chair of The Christie NHS Foundation Trust. Edward succeeds Chris Outram who is leaving after nine years – the maximum term allowed under the Trust's constitution. Edward has been appointed for a three-year term from October 2023.

Edward has extensive experience of both executive and non-executive roles during his career which has spanned business, academia and the charity sector and has held director and senior positions at a number of organisations. He was previously the Chair of the Board of Manchester University – a role he held for six years – and is currently a Non-Executive Director of Openreach which is responsible for maintaining the UK's telecoms infrastructure.

I would also like to take this opportunity to show appreciation and thanks to Chris Outram for all she has done for The Christie.

### Consultation Update

Consultation regarding the implementation of the new structures for NHS GM have now concluded. The leaders are currently reflecting on the feedback received and are finalising their structures based on the feedback report. It is planned that final structures will be presented to the Executive Team on the 26 July 2023 for final sign off before commencing the implementation stages of organisational change in August.

### Leadership and Governance Review

The Leadership and Governance review, supported by Carnall Farrar, was completed in May and the final report and recommendations were circulated to all system partners on completion.

The recommendations proposed actions to strengthen operational planning and provide clearer connections from the ICP strategy to immediate delivery priorities; to simplify and clarify the GM operating model and streamline our governance; to establish a system level delivery unit and communications approach to coordinate priority programmes; and to develop an approach to continuous improvement which includes leadership development.

Work began immediately on actioning these recommendations and colleagues across the system are directly engaged confirming and implementing our shared response.

The process has allowed for greater visibility and acknowledgement for the statutory duties of the ICB linking in the redefining of the Boards, Committees and groups. Allowing for the accountability and responsibility to be well placed as part of the governance. Work is underway to provide a complete response to all the recommendations with exec leads responsibilities.

### UK Covid-19 Public Inquiry – survey of trusts and ICBs

The UK Covid-19 Public Inquiry announced that Module 5 will examine Government Procurement across the UK.

As a first step in its Module 5 investigations, the Public Inquiry is conducting a short survey of trusts and ICBs and asked NHS England to send a request for information to all ICB and Trust Chief Executives on their behalf, with ICBs asked to act on behalf of their predecessor Clinical Commissioning Groups. This was not a request from the Public Inquiry for a formal statement or to be used in evidence, rather the Inquiry was looking to inform itself more generally on the sector's experience of the pandemic. A response was not mandatory, however NHS GM provided a response to assist with securing the best learning outcomes for the future.

The request included a number of questions relating to the procurement of PPE and as GMHSCP and the GM CCGs did not procure any of these types of materials directly, the majority of the responses were not applicable. It is understood that Trusts and other partner organisations would be contacted directly, and would be expected to provide their responses independently. The response for NHS GM was drafted by Neil Hind, previously lead on PPE Support for GM NHS as part of GM NHS Procurement Programme Director role, and the Associate Director of Corporate Services, and reviewed by the Deputy Chief Executive before submission.

Work is ongoing on preparation for any future requests for information that may be made as part of the COVID-19 Enquiry to ensure the relevant information is available upon request.



## 2022-23 Greater Manchester Integrated Care Board Quarter 4 Assurance

The quarter 4 assurance review meeting took place on Friday 19<sup>th</sup> May 2023 with acknowledgment of the challenges we face in relation to the financial position and recovery, as well as some of the important areas where we are seeing improvement, the Region have confirmed that there are no proposed changes to the current ICB System Oversight Framework Segment 3 rating.

### **5. Recommendations**

#### **5.1. The Board is asked to:**

- a. Provide feedback to the Chief Executive on the topics covered.
- b. Suggest and recommend future topics for the Chief Executive's report.
- c. Note the content of the report and the key messages provided.