

# CEO's Report to the Board

2024-2025

## Board

19 January 2025

Required information		Details				
<b>Title of report</b>		CEO's Report to the Board				
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<b>Executive summary</b>		The paper details updates from the CEO from a national, regional and system position.				
<b>The benefits that the population of Greater Manchester will experience.</b>		<ul style="list-style-type: none"> <li>• The winter planning and communication for 24/25.</li> <li>• Greater Manchester's initiatives for HIV Testing Week / World Aids Day.</li> <li>• Embedding effective neighbourhood models.</li> </ul>				
<b>How health inequalities will be reduced in Greater Manchester's communities.</b>		<ul style="list-style-type: none"> <li>• Support the local population during winter to access the right care.</li> <li>• Progress the work of the fast-track cities initiative for HIV.</li> </ul>				
<b>The decision to be made and/or input sought</b>		Information, assurance and onward dissemination by Board members.				
<b>How this supports the delivery of the strategy and mitigates the BAF risks</b>		<ul style="list-style-type: none"> <li>• Addressing service delivery through the winter planning arrangements.</li> </ul>				
<b>Key milestones</b>		<ul style="list-style-type: none"> <li>• Addressing the winter planning arrangements for 24/25.</li> <li>• Implementing the work of the fast-track cities initiative for HIV.</li> <li>• NHS Greater Manchester's collaborative working arrangements.</li> <li>• Launching the Greater Manchester Health and Care Champion Awards 2025.</li> </ul>				
<b>Leadership and governance arrangements</b>		For consideration by the Board.				
<b>Engagement* to date</b>		<ul style="list-style-type: none"> <li>• Winter planning arrangements have been discussed through various committees and groups throughout 24/25.</li> </ul>				
<b>*Engagement: public, clinical. Analysis: equality, sustainability, financial. Comments/ approval by groups/ committees.</b>						
Public engagement	Clinical engagement	Sustainability impact	Financial advice	Legal advice	Conflicts of Interest	Report accessible
N	N	N	N	N	N	Y

## Introduction

The paper details updates from the CEO from a national, regional and system position.

## National Updates

**1.0** This section of my report is aimed to update the Board on the key areas of development from a national position, since the CEO's Report to the Board Meeting in November 2024.

**1.1.** 10 Year Plan for the NHS

Board Members will be aware of the Prime Minister's speech on Monday 6<sup>th</sup> January 2025 about his plans to reform the NHS and reduce waiting times. As part of the Change NHS conversation to inform the development of the 10 Year Health Plan, NHS Greater Manchester (GM) are part of the continued dialogue with NHS England colleagues in the form engagement events. The events will provide an opportunity to discuss the three big shifts in healthcare that need to happen to make the NHS fit for the future. The three big shifts being; hospital to community, sickness to prevention, as well as analogue to digital. I will use the CEO Report to the Board to update on developments in the coming months.

**1.2.** Winter 2024-25

I want to use my report by giving a direct thank you to all those health and care staff on the frontline across the GM system who have been helping our services to continue to deliver under immense pressure during winter. Not only dealing directly with health and care needs but also the consequences of the weather, such as the flooding, snow and ice which hit parts of GM earlier this month.

Paediatric services always experience winter earlier than adult services and this year the bronchiolitis and the respiratory syncytial virus (RSV) season peaked in early December 2024. This meant that mutual aid was needed across GM and the North-West region in order to move the sickest children to receive the care they needed. Winter infections in adults have also affected our services with flu and Covid-19 rates rising rapidly in late December and into this month. All of our providers have robust plans for dealing with such situations, however it still places extra strain right across primary care, care homes and hospitals. That strain is also having consequences in terms of our urgent and emergency care performance; with the 4 hour standard of care performance deteriorating to 62.4%, although that data is unvalidated at the time of issuing this report.

In respect of the ambulance category 2 mean response time, there was deterioration to 30 minutes 57 seconds in GM, up to 29<sup>th</sup> December 2024, based again on currently unvalidated data. It is important to note that our ambulance handover times remain relatively good with reference to the rest of England. However, throughout December and into January, several GM Trusts have spent time in OPEL 4, which is the highest level in the Operational Pressures Escalation Levels framework, and North West Ambulance

Service NHS Trust (NWS), have spent time in REAP 4, which is the highest level in the Resource Escalation Action Plan.

There was positive communication work to support system pressures this winter with our flagship 'get to know where to go' campaign which runs seasonally. The winter campaign focusses on alternatives to urgent and emergency care and ensuring people know where to go to receive the help they need in a timely manner from the most appropriate service. Our boosted social media continues to run promoting alternatives to urgent and emergency care, NHS 111 plus signs, symptoms and treatment of common winter illnesses and the importance of staying at home when unwell. We have heavily promoted Flu as cases continue to rise and have highlighted the importance of vaccination as part of the social campaign. Flu has also been a focus for some of our media activity with Dr Helen Wall, NHS GM's Clinical Lead for Population Health, participating in a live interview on Granada Reports on 17th December 2024 speaking about the importance of vaccination. Helen also participated in an interview on the sofa on [BBC Breakfast](#), talking about similar topics. We have also worked with the Manchester Evening News and a number of articles on flu have been published: <https://www.manchestereveningnews.co.uk/news/health/one-thing-you-should-you-30661201>, <https://www.manchestereveningnews.co.uk/news/health/nhs-boss-issues-devastating-warning-30581741>

## Regional Updates

- 2.0** This section of my report is aimed to update the Board on what work is underway with our NHS England North West colleagues within the Regional Team.
- 2.1. As I have previously reported to the Board, the work remains ongoing for NHS GM to address the undertakings with NHS England. Our System Improvement Board (SIB) with NHS England, underpinned by our Single Improvement Plan (SIP) is progressing well. The Board will be aware from previous briefings that there are four core pillars incorporated within the programme, being; Leadership and Governance, Financial Assurance, Performance and Quality.

At the most recent Regional Assurance Meeting in December 2024, Leadership and Governance, as well as Quality were reviewed in detail with significant progress being confirmed. A full six-month review of all undertakings is scheduled to be reviewed at the February 2025 Regional Assurance Meeting where it is anticipated that recommendations will be made for a number of the undertakings being signed off as complete. While the programme of work relating to the process and governance changes is progressing well, the outcomes required in relation to demonstrating improvement in the financial and performance positions of NHS GM remain the key risks. Work to mitigate these risks continues with the development of the 2025/26 System Operational Plan and the evolution of the NHS GM Sustainability Plan. I will appraise the Board in the coming months on our continued progress to address the areas outlined within the undertakings.

## **Greater Manchester System Updates**

**3.0** This section of my CEO Report is specifically focussed on what is happening here within the GM system.

### **3.1. GM's collaborations**

In recent Board Meetings, colleagues have referred to the challenges experienced in addressing the population's health, in the short, medium and long-term. There are several workstreams and projects underway, such as the Prevention Demonstrator work which includes direct discussions with Tom Riordan – Department of Health and Social Care's (DHSC) Second Permanent Secretary on the mental health elements of our Live Well Model. A workshop is taking place in the coming week, and I intend to appraise the Board verbally on the progress of this work, which includes Caroline Simpson – CEO of the Greater Manchester Combined Authority (GMCA). This is an exciting opportunity for the GM system, underpinning our collaborative and innovative operating model, as well as our partnership working across the statutory organisations.

There is currently a collaborative discussion taking place Board to Board, between NHS GM and West Yorkshire Integrated Care Board (ICB). The principles of these discussions are to explore how we can learn from each other, in the context of our operating models and collaborations across statutory partners including the Local Authorities. Our next learning exchange with West Yorkshire ICB is on 14<sup>th</sup> January. Therefore, during the Board Meeting, Sir Richard and I will provide a verbal update.

### **3.2. Healthwatch in Greater Manchester Conference 2024**

On 29<sup>th</sup> November I attended and addressed the Healthwatch in Greater Manchester Conference 2024, alongside the Chief Officer for Strategy, Innovation and Population Health. The title of the event was "Listening for change: transforming health and social care across Greater Manchester with lived experience". I spoke about the crucial role Healthwatch plays as our critical friend in quality improvement and our assurance plans, as well as its role in effectively bringing patient voices to the forefront of the GM Integrated Care Partnership (ICP) Strategy.

### **3.3. Integrated Care System (ICS) Network Annual Conference**

On 27<sup>th</sup> November I attended the ICS Network Annual Conference, where I joined other ICB CEOs, ICB Chairs and Executive Teams, focusing on supporting systems to deliver the four core purposes of ICSs, which are to; improve outcomes, tackle inequalities, enhance productivity and support broader social and economic development.

I chaired one of the conference's breakout sessions: "How can working as one system deliver maximum impact on urgent and emergency care services", discussing what it

takes as a system and place to move care closer to home, improve flow through a hospital and ultimately make a difference to people's experience. The session was a deep dive into how two ICSs – GM being one of the largest in the country, and Gloucestershire, one of the smallest, are each bringing integration at place and system level to life, and the reality of the challenges we face from our own unique perspectives.

### 3.4. Greater Manchester human immunodeficiency virus (HIV) Testing Week / World Aids Day

NHS GM worked with colleagues from the PaSH Partnership, which includes the Black Health Agency (BHA) for Equality, the LGBT Foundation and the George House Trust, to promote Greater Manchester's HIV Testing Week, which ran from 25<sup>th</sup> to 30<sup>th</sup> November. Every year GM dedicates a week to testing for HIV and sexually transmitted infections (STIs), in the lead-up to World Aids Day on 1<sup>st</sup> December, as part of its commitment to end all new cases of HIV in a generation. GM is part of the fast-track cities initiative; a global partnership committed to ending all new transmissions, late HIV diagnoses, and eventually new diagnoses of HIV by 2030. Information about why, how and where to get tested as well as other key information was featured on our [website](#) and social media channels.

### 3.5. Good Governance Institute (GGI)

As previously reported to the Board, progress has been made in respect NHS GM's governance arrangements from a Care Quality Commission (CQC) well-led position. The final report from the GGI will be considered by the Informal Board Meeting in February. The intention will be to highlight the recommendations and next steps from the GGI's final report to the Board in March. The Chief Nursing Officer and Chief People Officer may wish to update verbally during the Board Meeting in January.

### 3.6. Greater Manchester Health and Care Champion Awards 2025 – Nominations Open on 14<sup>th</sup> January 2025

The only GM-wide awards for our whole health and care workforce are back again for 2025. Nominations open on 14<sup>th</sup> January, with 14 categories to choose from including regular favourites like the Community Champion, Collaboration and Rising Star, as well as new category, Green Initiative of the Year. Climate change is one of the greatest threats to health and GM has committed to becoming greener. This new award category recognises inspirational projects contributing to tackling climate change while enhancing health and care services for patients and the public.

The Greater Manchester Health and Care Champion Awards are organised by NHS GM, with support from the Mayor of Greater Manchester, Andy Burnham. They were established back in 2018 and receive a huge number of nominations recognising the outstanding, innovative work going on across GM in health and care. Last year's winners included the director of Reache receiving the Lifetime Achievement Award for supporting

refugee and asylum seeker doctors and nurses regain their professional identity and return to clinical work in the NHS. An Assistant Head Chef at Tameside and Glossop Integrated Care NHS Foundation Trust received the Learner of the Year award, and Salford Primary Care Together's Inclusion Service who won the Team of the Year award. Visit <https://gmintegratedcare.org.uk/championawards> for more information.

## **Recommendations**

**4.0** The Board is asked to;

- Note the contents of the CEO's Report to the Board.
- Receive assurance on the actions taken by NHS GM's winter planning arrangements.
- Disseminate and cascade the necessary key messages and information as appropriate.