

Joint Forward Plan – Next Steps

**Greater
Manchester
Integrated Care
Partnership**



Joint Forward Plan

- National guidance states that each ICB must publish a five-year Joint Forward Plan setting out how they propose to exercise their functions, which must be shared with NHSE by 30th June 2023.
- Whilst legal responsibility for the JFP lies with the ICB, systems have also been encouraged to use the JFP to develop a shared delivery plan for the integrated care partnership strategy. This is the approach we are taking in Greater Manchester
- Guidance from NHSE describes that the plans should be:
 - Fully aligned with the ambitions of the wider partnership
 - Build on local strategies and plans and reflect universal NHS commitments
 - Delivery-focused
- Whilst the JFP will cover 5 years, it will necessarily be more detailed in terms of the first two years.

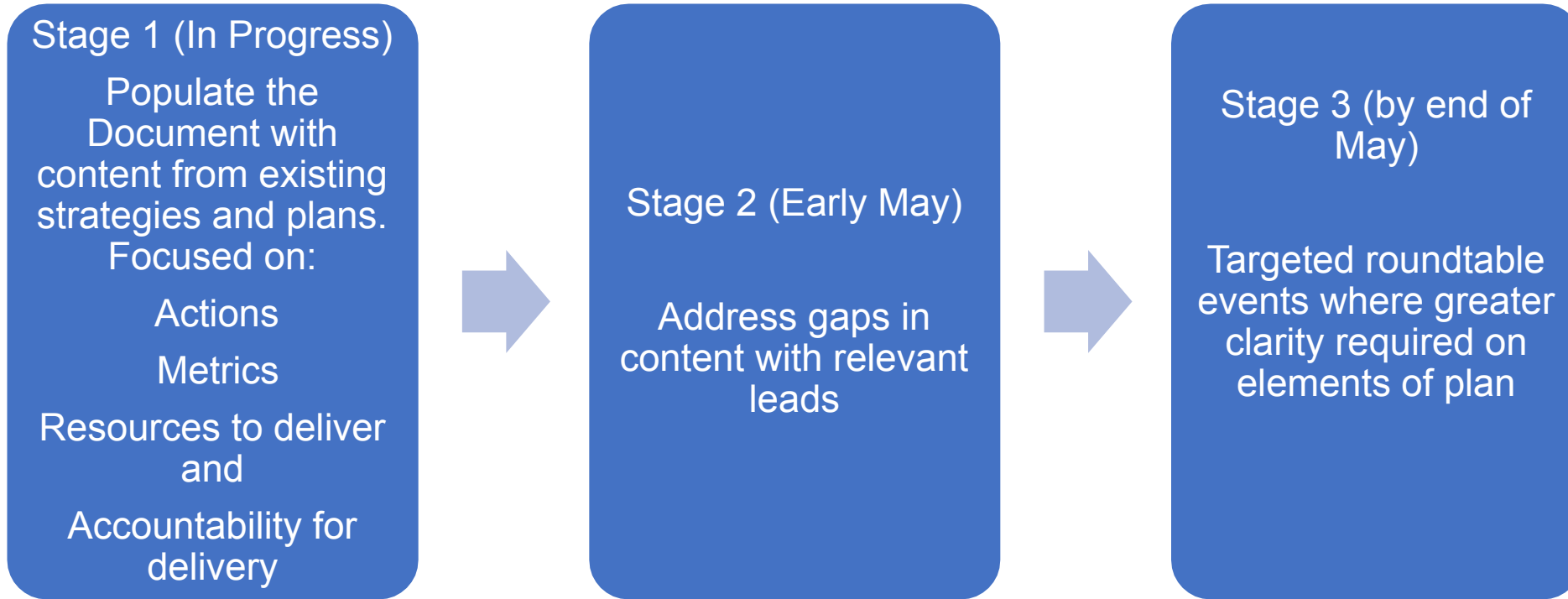


Update on Process

- The document structure is complete (see later slides) and is being populated with content from existing strategies and plans
- We have set out proposed system leadership for each of the missions
- We have developed a model for the Performance and Accountability Framework to track delivery of our strategy and plan
- Partners in the system have commenced work on specific areas of the document – for example, the CEG on the Staying Well and Early Detection Mission
- We are tracking and wrapping in the work informing the recovery of finance and performance recognising the significant focus this will provide on reducing admissions, achieving flow, reducing the backlog and improving productivity in the first year
- We now need to conclude the process over the next 4-6 weeks with focused work across the system
- It is also intended to develop a clear 3 year roadmap to system sustainability. That will relate strongly to the work on the recovery programme, but capture and quantify the contributions across the full plan



Developing the Content



JFP Structure

Chapter	Content	Information Sources/Drafting Process
Foreword	<ul style="list-style-type: none"> Sir Richard Leese/Paul Dennett 	<ul style="list-style-type: none"> WH/PL to draft
Introduction and Context	<ul style="list-style-type: none"> Short intro to GM system Our strategic challenges Our Opportunities and Assets 	<ul style="list-style-type: none"> ICP Strategy 23/24 Operational Plan
Our Strategy	<ul style="list-style-type: none"> Summary of the ICP Strategy – vision, outcomes, shared commitments, missions, ways of working 	<ul style="list-style-type: none"> ICP Strategy
Delivering the Strategy	<ul style="list-style-type: none"> The Key System Objectives and Actions to Deliver the 6 Missions (See next slide for structure) Roles and Responsibilities in Delivery Metrics and Ambition Role of ICB and other partners in enabling change 	<ul style="list-style-type: none"> ICP Strategy 23/24 Operational Plan PWC and Carnall Farrar reports Range of current system plans – inc. Locality Plans ICS Operating Model – <i>Refreshed to take Account of All of the Above</i> Input from System Leads and Round Table Sessions – See Additional Slide
How GM Will be Different	<ul style="list-style-type: none"> Description of how the system will look in 3-5 years 	<ul style="list-style-type: none"> Describe strategic change arising from collective delivery of plans
Tracking our Delivery	<ul style="list-style-type: none"> Performance and Accountability Framework 	<ul style="list-style-type: none"> BI Team to Populate Framework with Data Accountability to be described once recommendations from GM ICB governance review are enacted

Chapter: Delivering the Strategy – Example

Mission: Strengthening our communities

Description of Mission

- *Short description from ICP strategy*

Focus area: Scale up and accelerate delivery of neighbourhood model

- *Describe area of focus and set out 3 or 4 key actions e.g. Continue to develop social prescribing in Primary Care Networks, coordinate our response to poverty, Expand community-based mental health provision, Equip people with the skills, connectivity and technology to get online*
- *Metrics and Ambition*

Then repeat for other areas of focus

Leadership Arrangements

- *Describe ownership of mission and actions*



JFP Structure and Leads (1 of 2)

Mission	System Leadership	Action	Lead Board/Committee	Key Contact for JFP
Strengthening our Communities	Population Health Board	Continue to develop social prescribing in Primary Care Networks	Live Well Steering Group/Primary Care Board	Rob Bellingham/Zoe Porter
		Providing proactive and preventative integrated care through our neighbourhood model	Locality Boards	DPBLs
		Coordinate our response to poverty and long-standing Inequalities	Population Health Board	Dave Boulger
		Expand community-based mental health provision	Mental Health Executive	Sandy Bering
		Embed the VCSE Accord	VCSE Leadership Group	VCSE Leadership Group
		Deliver a Greater Manchester-wide consolidated programme to deliver better outcomes for those experiencing multiple disadvantage and co-occurring conditions	Reform Board	Jane Forrest
		Equip people with the skills, connectivity and technology to get online	Digital Board	Laura Rooney
		Enable a system-wide shared vision for children and young people (CYP)	CYP Board	Alison McGovern
		Secure a greener Greater Manchester with places that support healthy, active lives	Population Health Board	Claire Igoe/Neil Hind
Helping people stay well and detecting illness earlier	Clinical Effectiveness and Governance Committee (CEG)	Application of Core 20 PLUS 5	Population Health Board/CEG	Claire Lake/Jane Plikington
		Application of CORE20PLUS5 for children and young people	Population Health Board/CEG	Claire Lake/Jane Plikington
		Drive prevention	Population Health Board/CEG	Claire Lake/Jane Plikington
		Tobacco	Population Health Board	Jane Pilkington
		Alcohol	Population Health Board	Jane Pilkington
		Food and Healthy Weight	Population Health Board	Jane Pilkington
		Living Well at Home	GM DASS Group	Jo Chilton
		GM Moving	Population Health Board	Hayley Lever
		Secondary prevention	Population Health Board	Claire Lake/Jane Plikington
		Continued development of immunisation and screening	Population Health Board	Jane Pilkington
		Expansion of culturally appropriate services	Equalities Board	Jackie Driver
		Apply evidence-based falls prevention approaches	Population Health Board	Jane Pilkington
		Monitor and target unwarranted variation	Finance and Performance Committee	Ed Dyson
		Ensure early detection	Population Health Board	Jane Pilkington
		Provide anticipatory care	UEC Board	Gill Baker

JFP Structure and Leads (2 of 2)

Mission	System Leadership	Action	Lead Board/Committee	Lead Contact for JFP
Helping people get into, and stay in, good work	Population Health Board	Expansion of our Work and Health Models	Population Health Board	Jane Pilkington
		Working with employers on employee wellbeing	People Board	John Herring
		Implementing the Greater Manchester Social Value Framework	Population Health Board	Neil Hind
Recovering core NHS and care services	Finance and Performance Recovery Committee	Improving urgent and emergency care and flow	UEC Board	Gill Baker
		Improving ambulance response and A&E waiting times	UEC Board	Gill Baker
		Reducing elective long waits and cancer backlogs, and improving performance against the core diagnostic standard	Elective Reform and Recovery Board	Vicky Sharrock/Lisa Galligan-Dawson
		Making it easier for people to access primary care services, particularly general practice	Primary Care Board	Rob Bellingham
		Ensuring universal and equitable coverage of core mental health services	Mental Health Executive	Sandy Bering/Xanthe Townend
		Pursuing best practice to improve quality and reduce unwarranted variation	Finance and Performance Committee	Ed Dyson
		Digital opportunities for recovery	Digital Board	Laura Rooney
Supporting our workforce and our carers	GM People Board	Increase in membership of the Greater Manchester Good Employment Charter and payment of the Real Living Wage	People Board	John Herring
		Grow and develop our workforce	People Board	John Herring/Jane Seddon
		Workforce Integration	People Board	John Herring
		Provide more consistent and reliable identification and support for Greater Manchester's unwaged carers	People Board/DASSs	Jo Chilton
		Addressing workforce inequalities	People Board/Equality Board	John Herring
Strengthening leadership and accountability for addressing inequalities	People Board/Equality Board	John Herring		
Achieving Financial Sustainability	Finance and Performance Recovery Committee	Develop and implement a comprehensive system wide programme	Finance and Performance Committee	Through Recovery Programme

Performance and Accountability Framework

- A key feature of the JFP will be the Performance and Accountability Framework to enable us to track delivery of our Strategy and Plan
 - The Framework needs to incorporate the core NHS and care operational metrics but also a broader set of indicators to reflect our approach to improving population health
 - We propose to use a modified version of the World Health Organisation Health System Performance Assessment (HSPA) Framework (as modified by the University of Manchester research team) as the basis to track delivery of our Strategy
 - The Framework covers the two aspects of ICS performance:
 - The performance of the health system, which is primarily defined by NHSE, as the funders of the system, through their operating framework and other national requirements
 - The performance of the whole system (including wider partners) and in particular the contribution of the health system to societal goals
 - We are working with BI colleagues to populate the Framework with current data for its incorporation into the JFP
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Updated Timetable

DATE	KEY TASKS
4 th May	Resubmission of Operational Plan
May	Run Roundtable Events on the Missions
9 th May	Update on Process and Structure of Document at JPDC
24 th May	Share Draft with system partners for comment – including the 10 HWBs
13 th June	Discussion of Draft at JPDC
14 th June	Complete update of Document following comments
21 st June	Sign off JFP at Integrated Care Board
30 th June	Publication of JFP

