

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee
Date: 26th July 2023
Report for: Information
Report of: Gareth James, Trafford Deputy Place Lead for Health and Care Integration, NHS GM (Trafford)

Report Title

Integrated Care System Update

Summary

The purpose of this report is to provide an update to Health Scrutiny Committee on recent developments across the Greater Manchester Integrated Care system that affect the Trafford Locality. The report covers the following areas:

- Progress on the transition to the GM operating model – Staff consultation
- Development of locality performance assurance framework
- Trafford ICP governance update
- GM Anchor Institution
- Trafford Workforce Delivery Plan
- NHS 75

Recommendation(s)

Health Scrutiny are asked to note the content of this report and progress to date

Contact person for access to background papers and further information:

Name: Gareth James, Trafford Deputy Place Lead for Health and Care Integration, NHS GM (Trafford)

Introduction

1. The purpose of this report is to provide an update to Health Scrutiny on recent developments across the Greater Manchester Integrated Care System that affect the Trafford Locality.
2. The report covers the following areas:
 - Progress on the transition to the GM operating model – Staff consultation
 - Development of locality performance assurance framework
 - Trafford ICP governance update
 - NHS 75
 - GM Anchor Institution
 - Trafford Workforce Delivery Plan

NHS GM Operating Model – ICS Transition Programme

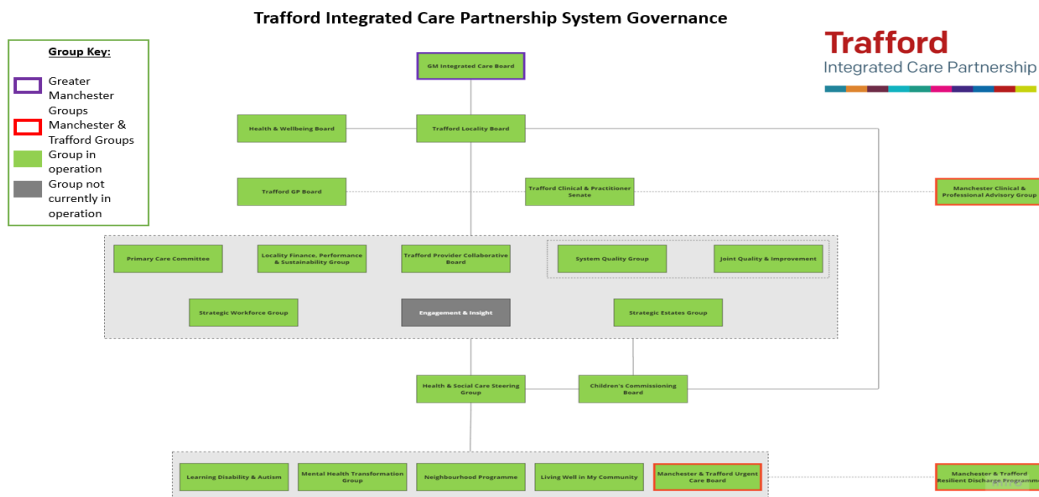
3. The 7th phase of staff consultation, involving more than 1700 colleagues, concluded at the end of May 2023. Staff were consulted on a set of draft organisational structures which are required to complete the transition from 12 separate organisations into the ICB enabling the delivery of core statutory responsibilities and locality priorities. Following feedback from trade unions, an additional month was protected for affected staff to provide feedback on the proposed process to fill the posts in the structure.
4. The window to provide feedback about the proposed filling of posts processes closed on Friday, 30 June. As with the formal period of consultation, colleagues have provided helpful feedback. These comments will help shape the final process and once finalised the filling of posts processes will be shared.
5. Locality and function leads submitted proposed final structures on 30th June. A final financial affordability review of these is taking place ahead of sign off by NHS GM Executive Team. We aim for the final consultation feedback report, including final structures, to go to the executive team for approval on Wednesday, 26 July. Once the structures have been approved a staff briefing will take place, final structures will be shared and the process to fill posts will begin.
6. This remains an unsettling time for colleagues, and we know that many staff are concerned about taking time off during the summer and how this might impact on their ability to take part in the filling of posts process. Staff have been given assurances that taking annual leave will not impact on the process. It is recognised that the processes to fill the posts in the structures may take a little longer than had been originally planned and there is a commitment to work around holidays as best we can.

Development of Locality Performance Assurance Framework

7. We are currently working with the GM leadership to agree a locality performance framework. Trafford Locality Board currently receives a regular performance report. This report was originally developed for the Clinical Commissioning Group and is NHS focused based on the NHS System Oversight Framework. Amendments have been made to the format of the report as the accountabilities for delivery have started to shift, but we now need to agree a new set of performance metrics and reporting schedule to reflect the wider accountabilities of Locality Boards.
8. The proposal is to incrementally build a Performance Assurance Framework to reflect the accountabilities of Trafford Locality Board. This framework will be subject to change as the Greater Manchester operating model is refreshed to reflect the recommendations of the Carnell Farrer review of Leadership and Governance across the Greater Manchester Integrated Care System. Alongside the numerical report, the Trafford Locality Board will receive escalation of performance risks and assurance that remedial action plans are in place where necessary.
9. We will continue to agree the components of the framework and it is anticipated that the first full performance report will be reported to Trafford Locality Board in September 2023.

Trafford locality governance update

10. We have made significant progress to establish the governance arrangements to support Trafford Integrated Care Partnership. We aim to establish governance that is proportionate and efficient to allow decisions to be made in partnership at the appropriate levels and not adding to governance where there is no tangible benefit from doing so. Our current governance is as follows:



11. There remain several considerations that need to be clarified before the locality governance can be finalised:
 - Implementing the next steps from the Carnall Farrar recommendations
 - Final agreement of membership and terms of reference of Trafford Finance and Performance and Quality Groups
 - Implementation of a Strategic Workforce Group
 - Implement a locality All Age Mental Health Board (using existing meetings)
12. Each locality has been asked to complete a 6-month governance review covering the period April to September 2023 to provide assurance to the GM ICB, this will be taken via our locality governance (Trafford Locality Board) in October and onward to GM Integrated Care Board in November 23. A specific proforma is being piloted with one locality and in due course a final proforma will be agreed and circulated which will dictate the information required for each submission. This will be shared at the earliest opportunity and partners will be asked to actively contribute appropriate content.
13. As part of the review, we plan to review Trafford Locality Board Terms of Reference and send out a Committee/Forum effectiveness survey to gather views on what is working well and what could be improved upon to further support good governance arrangements in Trafford.

GM Anchor Institution

14. In early 2023 a GM NHS Anchors Network was established, helping galvanise the NHS and wider system to respond and capitalise on the publication of the report: Harnessing the Power of the NHS in GM as an Anchor Institution, which was endorsed by GM Joint Planning and Delivery Committee in November 2022
15. The Anchors Network has met numerous times and Trafford is well represented – participating in a self-assessment exercise to help understand good practice across the GM ICS footprint and presenting the work of the established Trafford Social Value Steering Group, the Social Value Charter, and its associated Action Plan. The outputs of the self-assessment exercise were shared in a face-to-face workshop which also addressed how we would effectively share good practice on an ongoing basis, formulating outline priority areas to collaborate and how we add value in any proposed work that goes above and beyond existing work plans and their associated governance.

16. Following the successful workshop three key areas of focus were identified and a set of draft objectives have been constructed for consideration. Below is an extract from a recent paper shared with the network regarding the draft objectives:

Procurement

- Develop and implement local supply chain opportunities
- Build on opportunity assessment to identify best practice & current activity
- Ensure local business involvement (possibly via The Growth Company)
- Focus on Estates and FM spend initially (as not nationally managed)
- Agree GM system approach
- Link to GMCA Social Value activity

Workforce and Employment

- Develop and implement consistent local employment pathways
- Build on opportunity assessment to identify best practice & current activity
- Ensure community involvement
- Focus on nonclinical/entry level roles
- Agree GM system approach
- GMCA to offer support

Culture and Leadership

- Develop and implement vision, strategy and targets
- Agree GM system approach
- Ensure wider community and other GM Anchors involvement
- Agree comparable measures across Trusts and Localities
- Clarify decision making & accountability
- Adopt/adapt GMCA social value charter for NHS GM

17. To support these objectives, three task and finish groups are in the process of being set up and there is a call for representation from trusts and localities for each of the task and finish groups. Trafford currently has volunteers on the strategy and workforce & employment task and finish groups.
18. The network is mindful of existing strategy and work and is working on the principle of adding value above and beyond existing work programmes / approaches.
19. Updates on the work of the task and finish groups will be shared with the Health and Social Care Steering Group and elevated to other Trafford system governance (TLB, TPCB, etc) where appropriate.

20. In addition, there is a live Anchor Institution Research Project which focusses on 'how can the NHS maximise its role as an anchor institution to boost local economies and reduce socioeconomic and health inequalities'. The research is 10 months into a 24-month programme of activity and has a set of key outputs. It has been suggested further funding could be sourced to further the research:

- Key output: 'model anchor hospital'
- NHS organisations are keen to roll-out policies that further enable the NHS to serve more effectively as an anchor institution
- By exploring the most effective use of NHS expenditure to tackle health inequalities, we will provide decision makers with an evidence base to support expenditure decisions considering place and impact
- We will create an accurate place-based model (the 'Model Anchor Hospital') to estimate the value of hospitals to a regional economy and to examine how changing, for example, employment practices (e.g. local recruitment) would impact the local economy

Trafford Workforce Delivery Plan

21. The Greater Manchester People and Culture Strategy (2022-2025) has recently been published which sets out a shared ambition for the health and care workforce. This strategy builds on the progress of previous workforce strategies to set out our renewed vision for our health and care workforce in Greater Manchester. There are several key messages which articulate the challenge and approach required to achieve the strategies aims and objectives:

- We are in a workforce crisis, and we need to take action
- Getting it right for our workforce is at the heart of our ICS strategy and delivering better care
- This is about people not numbers – we need to look after our people
- Important that we are ambitious – and that we unite behind that ambition
- Collaboration is vital for delivery
- This strategy is a live document and will remain under regular review and will continue to be informed by system need

22. Following the publication of the GM People and Culture Strategy Trafford partners committed to meet to explore how collectively we could respond to the GM requirement to develop a 'Trafford Workforce Delivery Plan'.

23. A multi-partner strategic workforce workshop took place on the 12th June with the following aims:

- Understand how our individual efforts at locality/organisational level contribute to the strategic aims of the GM People and Culture Strategy
 - Discuss how we can create a Workforce Delivery Plan for Trafford
 - Explore how we want to connect
 - Explore areas of collaboration that would move us forward in relation to the GM Strategy aims, adding value to our existing activity.
24. It also presented an excellent initial opportunity to discuss potential areas of collaboration that would move us forward in relation to the GM Strategy aims, adding value to our existing activity. These opportunities will be discussed further at a second meeting of the workforce group (date tbc).
25. A recent presentation on the work to date was taken through the Trafford Locality Board (18th July) summarising existing good practice, risks/issues and opportunities and presented some next steps in pursuit of the requested Local Workforce Delivery Plan. The Board supported a self-assessment exercise to garner information on existing practice and more detail surrounding areas of challenge. It is anticipated the draft plan will be taken back through Trafford Locality Board for support in September / October 23.

NHS 75

26. On 5 July 1948, the NHS was born here in Trafford as Aneurin Bevan officially opened Park Hospital (now Trafford General), the first NHS hospital. To celebrate the NHS 75th birthday, a team of NHS GM colleagues hosted a multi-generational tea party at Urmston Sports Club, on Wednesday 5 July, with schoolchildren, community groups and some special guests, including the Mayor of Greater Manchester Mayor, Andy Burnham, the Leader of Trafford Council, Tom Ross and the Executive Lead for Health and Social Care, Jane Slater. The event was truly interactive – attendees were met by staff dressed in 1940s nurse's uniforms, school children sang inspirational songs and coloured pictures/cards/flags to decorate the room (these will be displayed in a public area of Trafford for all to view in the near future), a NHS thank you tree was available for all to write personal messages, photo opportunities were available in our selfie area with the NHS Flu monster, fun health related games were played and 'Get to know where to go' booklets were circulated to promote how to use NHS.
27. As an output from the event all Trafford Councillors will be receiving a copy of NHS GM's 'Get to know where to go' booklet which supports the Get To Know Where To Go campaign. This has been a trusted vehicle for carrying important and pertinent messaging around appropriate use of NHS services. The campaign focuses on enabling better, more effective decisions with straightforward and timely advice. This can be used to help promote the key messages. Further booklets will be distributed throughout Trafford soon.