

NHS Greater Manchester Integrated Care Partnership Board

Date: Friday 24 March 2023
Subject: Greater Manchester (GM) Moving and Health Integration
Report of: Tom Stannard, Chief Executive for Salford City Council /
Chair GM Moving Executive Group

Purpose of Report

To provide an update on GM Moving as a key and successful transformative GM movement and confirm the contribution of the [GM Moving in Action strategy](#) to the new Integrated Care Partnership (ICP) strategy and the GM Manchester Strategy.

The report and presentation will show how the GM Moving approach works and creates the conditions for population scale impact. It will also provide an example of how the strategic leadership of the ICP can enable collective and distributed leadership, as we deliver on our strategy's two core themes:

1. Continuing our journey towards a radical model of health and care.
2. Achieving the six missions within the strategy.

It will:

- Reflect on how moving matters to the ICP strategy outcomes and missions.
- Share the latest trends on our shared GM Moving mission: Active Lives for All.
- Reflect on findings from the evaluation of GM Moving and health integration and consider what will make further change in this context.
- Share the priorities for the next phase and the pragmatic support required for system integration to contribute to 1 and 2 above.

- Engage the Board with **two questions** to support the next phase:
 - How can Locality Boards help to enable Active Lives for All in every locality and neighbourhood?
 - How can we create the conditions for movement, physical activity, and sport to be embedded across our health and care system?

Recommendations:

The Integrated Care Partnership Board is asked to:

1. Agree the priorities for the next 3-5 years of GM Moving and Health Integration.
2. Reflect on the questions posed above and contribute to the discussion at the Board meeting.

Contact Officers

Hayley Lever, Exec Lead GM Moving & CEO, GreaterSport, hayley@gmmoving.co.uk

Beth Sutcliffe, Strategic Director, Health & Operations, GreaterSport beth@gmmoving.co.uk

1. Introduction/Background

1.1 The health integration journey so far

GM Moving is a 'movement for movement' and a collective strategy with the shared mission of enabling Active Lives for All. People across GM are aligned behind the knowledge and belief that:

- Moving matters to us all
- We need to design movement back into our lives
- We all have a role to play

Since health and care devolution in 2017, work has been taking place at GM, locality, and neighbourhood spatial levels to support the integration of physical activity into health, and to ensure active lives contributes to our work to address health inequalities across GM. This work has been locally led and supported by a range of investments, programmes, and co-ordinated work at the GM and national levels to create the conditions for integration and population level change.

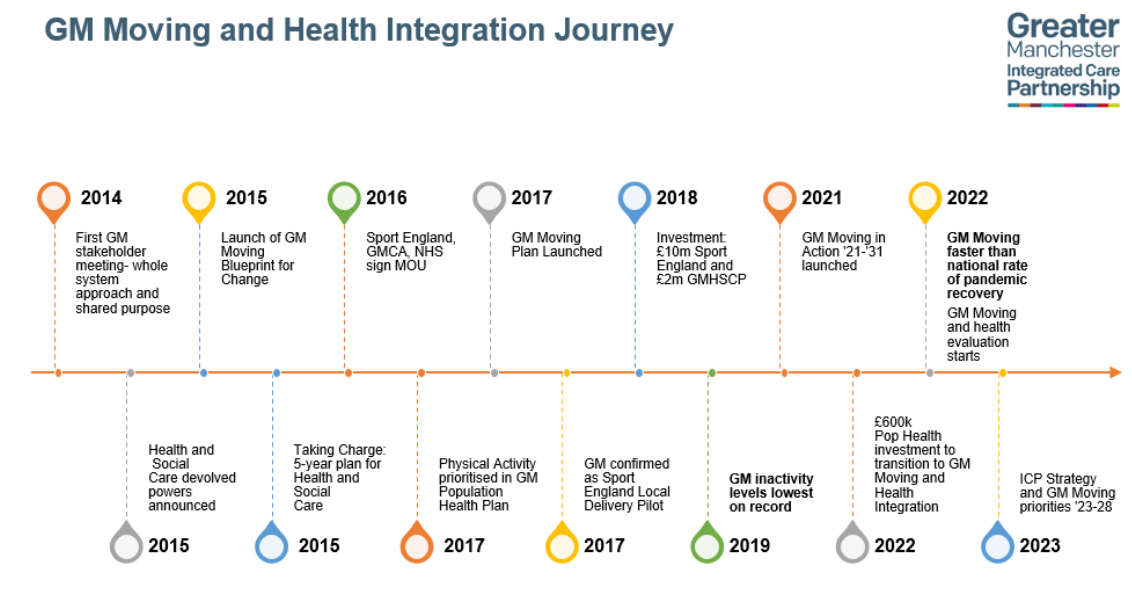


Figure 1: GM Moving and Health Integration Journey: timeline.

1.2 Progress

The two graphs below show [Active Lives](#) inactivity data for GM since 2015/16. In GM we have seen good progress. Pre-pandemic we were seeing decreases in inactivity levels for both adults (Figure 2) and children and young people (Figure 3). The graphs also show a significant negative impact of the pandemic, but now offer a sense of hope in the form of a faster than national rate (white line) of recovery in activity levels for adults and children and young people.

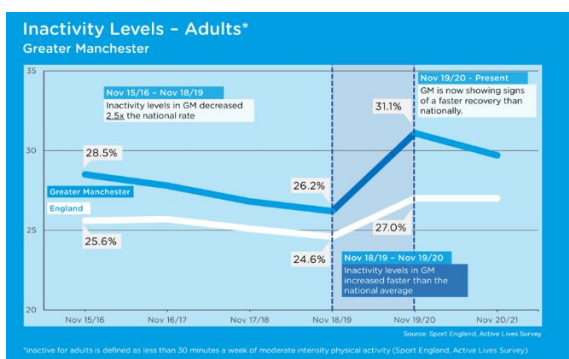


Figure 2. Inactivity Levels for Adults in GM Nov 15-21

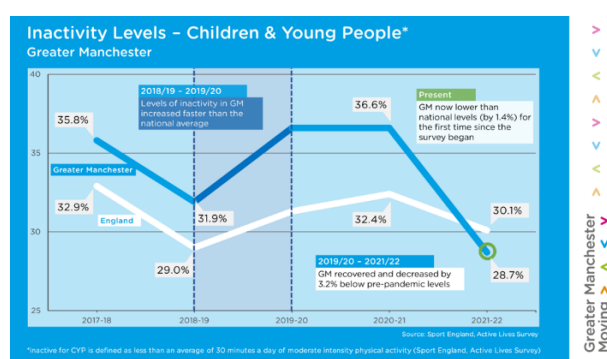


Figure 3. Inactivity Levels for Children & Young People in GM Nov 15-21

Despite a sense of optimism for recovery, stark inequalities remain and grew during the pandemic. For example, people with long-term health conditions, those from socio economic groups, and those 75+ remain the least active groups (Figure 4 & 5). These require our continued and collective efforts to address as we implement the ICP strategy together.

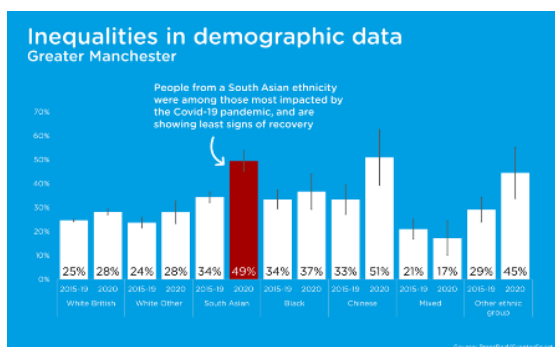


Figure 4. Inactivity levels in GM by demographic 2015-20

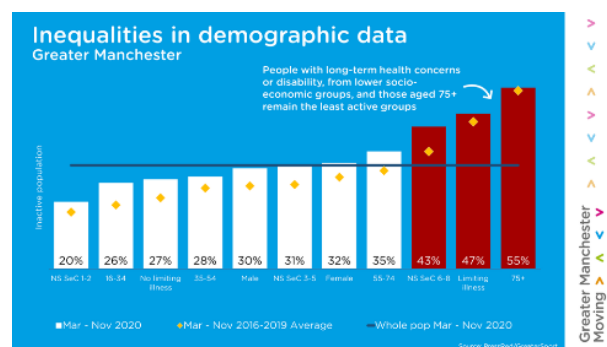


Figure 5. Inactivity levels in GM by demographic (2) 2015-20

Movement, physical activity, and sport also have a critical role to play in reducing health inequalities, contributing to the NHS approach to reducing healthcare inequalities (CORE20 PLUS5).

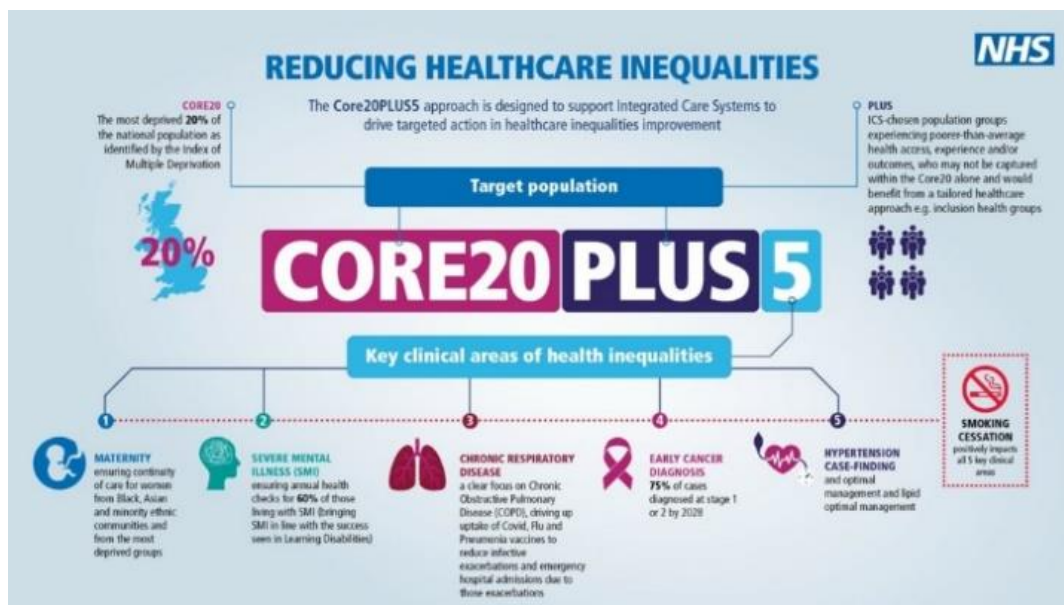


Figure 6. CORE20PLUS5 Infographic.

There are many brilliant examples across GM of approaches demonstrating the impact of increased physical activity on the lives of those least likely to be active and the ways of working and conditions needed to enable that to happen. For example:

- [The Together Fund](#) supporting the communities hardest hit by the coronavirus pandemic access opportunities to be physically active.
- [The Prehab4Cancer and Recovery programme](#). Free exercise, nutrition, and wellbeing programme, helping people with a recent diagnosis of cancer prepare for and cope better with their treatment.

1.3 Why moving matters: reducing health inequalities as we build back fairer

The inequalities in Active Lives data mirror the wider socio-economic inequalities that we see across places and demographic groups in the city-region. It is vital that we work together to address both. We are designed to move and moving more matters to us all. Evidence shows the value of physical activity to society across a wide range of social outcomes.

Why moving matters



Figure 7. Why Moving Matters (GM Moving in Action 2021-31).

2. Evaluation and Learning

In Autumn 2022, work began to develop a Forward Plan for GM Moving, ensuring it played its part in the emerging ICP strategy. These two plans have been developed alongside each other, using data, evidence, and insight from local, GM, and national sources.

2.1 Learning from the journey so far

The process evaluation was designed to capture the journey and learning so far and help to shape the Forward Plan. The evaluation methodology, including desk research, in-depth interviews, stakeholder engagement and workshops, have enabled the learning from the journey so far to be brought together to inform the 'what' and the 'how' of the GM Moving and Health Integration Forward Plan. This builds upon existing evaluations such as the GM Moving & Local Pilot Evaluation since 2018.

Developing a sophisticated approach to evaluation and learning includes new ways to codify, operationalise and measure change in a complex system, including the following five key indicators: strategic enabling collective leadership, effective work across and between sectors, involvement of local people and growing assets, transforming governance and processes, and learning and adapting.

3. Forward Plan

3.1. Purpose

Our shared purpose is to ensure that active lives for all create the conditions for good lives for all, through a universal and targeted approach to tackle inequalities in inactivity. GM Moving can support in every part of the model for health shown below, and the forward plan will create the conditions to ensure that it does.

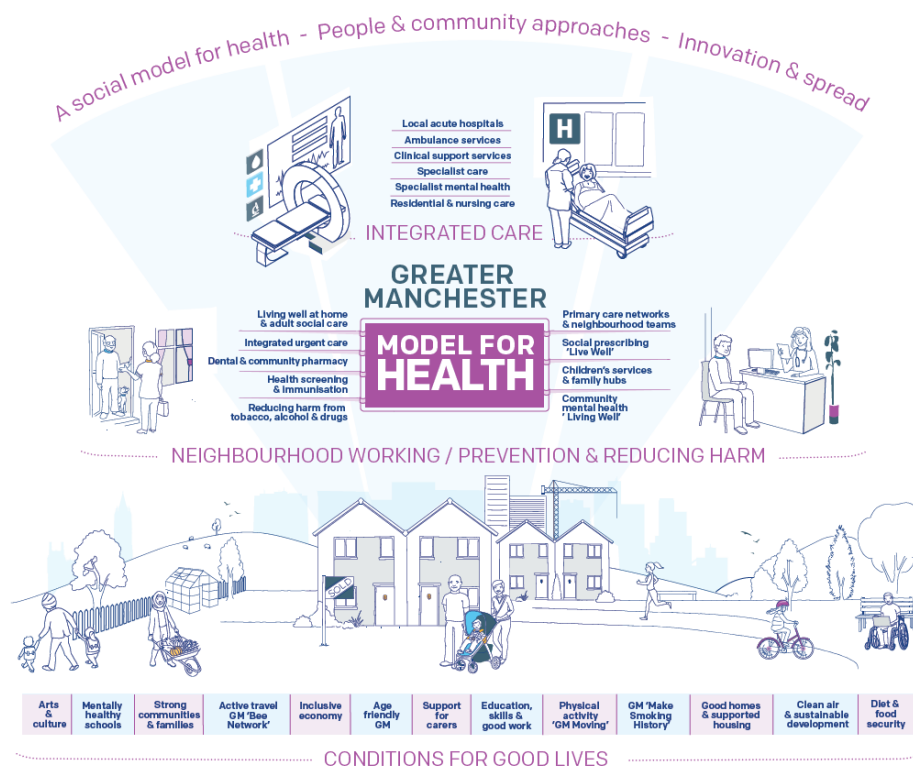


Figure 8. Greater Manchester Model for Health

3.2. Priorities and pragmatic support to system integration

The evaluation and engagement process identified the key challenges and needs where GM Moving can support the missions of the ICP strategy and the target population and clinical

areas requiring accelerated improvement (CORE20PLUS5). These are outlined below and will be the focus of our collective efforts in this area, in the next three to five years:

1. While You Wait
2. Deconditioning and Falls Prevention
3. Mental Health and Wellbeing
4. Health inequalities and SEND
5. Live Well
6. Health and Care Workforce Wellbeing
7. Priority Clinical pathways (Respiratory, CVD and Cancer)
8. Healthy Active Places

The challenges of health inequalities can only be addressed with a focus on the missions for action in each neighbourhood, in all ten localities and across the whole of GM. The way we work together on GM Moving will also contribute to the ICS missions to:

1. Strengthen our communities
2. Help people get into, and stay in, good employment
3. Support the recovery of core NHS and care services
4. Help people stay well and detect illness earlier
5. Support our workforce and our carers
6. Achieve financial sustainability

All these missions are underpinned by the need to ensuring equitable opportunity and service provision across the whole of GM.

The pragmatic support to system integration outlined below will help to put this plan into action.



Figure 9. Pragmatic Support to System Integration.

3.3. Leadership capacity and investment

To deliver on the plan, priorities and support outlined above, there is a need to harness and grow belief and agency across the system at every level in every place. There is also a need to provide clarity about what needs to change and how. Authentic strategic leadership that enables collective and distributed leadership is needed, as we work together to support culture change, system change and behaviour change. Supporting locality leadership and action through locality boards in each place will be key.

There is an opportunity and need to align our people, investment, and resources across health, local government, community and voluntary sector organisations towards health creation and active lives for all in every neighbourhood. Pragmatic support to place-based leads as they drive integration and population health with those volunteering and working locally is vital.

Evidence shows that lasting change happens through networks of people in every community, every place, every part of the health and care system who believe that moving matters and have a sense of agency and influence in supporting active lives through their voluntary and paid work, their community leadership, and their support to family, friends, and colleagues.

To achieve our shared goals and tackle health inequalities through physical activity, we need to:

- Retain our current focus on the importance of active lives for all in every locality across GM as part of the ICP strategy in action.
- Continue to develop whole system approaches to physical activity at GM, locality, and neighbourhood layers and work collectively to shift national enablers for change.
- Continue to invest in the strategic leadership and pragmatic system support that will deliver on the identified priorities, alongside Sport England and other key co-investment partners.

Together we can create the conditions to design movement into health and care.