

Joint Forward Plan  
ICP Board – June 2023

**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 for the elements under their remit, 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.
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## How the Plan has Developed

- The JFP is built from a range of current system plans – including Locality Plans and input from System Leads and Workshops. It draws on the ICP Strategy and the engagement that informed that document
  - As such, the plan reflects work in train within the system and being overseen by the governance. This is strengthened by detail on how we will measure delivery and accountability arrangements.
  - The JFP is structured on the key actions to deliver the six ICP Strategy missions. We have set out proposed delivery and system leadership for each of the missions
  - It is recognised that we need to keep developing the plan – particularly in respect of system financial sustainability. The plan sets out next steps and these are summarised in these slides
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# Our Missions – Overview



Our strategy missions

## Strengthen our communities

We will help people, families and communities feel more confident in managing their own health



Our strategy missions

## Help people to stay well and detect illness earlier

We will work together to prevent illness and reduce risk and inequalities



Our strategy missions

## Help people get into, and stay in, good work

We will expand and support access to good work, employment and employee wellbeing



Our strategy missions

## Recover core health and care services

We will continue to improve access to high quality services and reduce long waits



Our strategy missions

## Support our workforce and carers at home

We will ensure we have a sustainable, supported workforce including those caring at home



Our strategy missions

## Achieve financial sustainability

We will manage public money well to achieve our objectives

## Proposed Accountability Arrangements

- **Delivery Leadership** – the board/organisation accountable for driving change and improvement in the relevant part of the system. This recognises that the key responsibility for bringing together and driving delivery will sit with Locality Boards, providers and provider collaboratives
- **System Leadership** – This recognises the board/group accountable for creating the system-wide conditions, frameworks, and standards to enable delivery



# Our missions to meet the challenges

## Strengthening our communities

Delivery Leadership: Locality Boards

System Leadership: Population Health Board

Areas of focus	Actions
<b>Scale up and accelerate delivery of person-centred neighbourhood model</b>	Continue to develop Live Well and Social Prescribing
	Coordinate our response to poverty
	Expand community-based mental health provision
	Living Well at Home
	Take an inclusive approach to digital transformation
<b>Develop collaborative and integrated working</b>	Embed the VCSE Accord
	Deliver a GM-wide consolidated programme for those experiencing multiple disadvantage
	Embed the GM Tripartite Housing Agreement
	Giving every child the best start in life
	Ageing Well
	Increase identification and support for victims of violence
<b>Develop a sustainable environment for all</b>	Delivering our Green Plan



## Our missions to meet the challenges

Helping people stay well and detecting illness earlier  
Delivery Leadership: Locality Boards

System Leadership: Clinical Effectiveness and Governance Committee (CEG); Population Health Board

Areas of Focus	Actions
<b>Tackling inequalities</b>	Reducing health inequalities through CORE20PLUS5 (adults)
	Equity in access to care and improved experience and outcomes for all children and young people (CORE20PLUS5 clinical priorities)
	Implementing a GM Fairer Health for All Framework
<b>Supporting people to live healthier lives</b>	A renewed Making Smoking History Framework
	Alcohol
	Enabling an Active Population
	Promoting Mental Wellbeing
	Food and Healthy Weight
	Eliminating New Cases of HIV and Hepatitis C
<b>Upscaling secondary prevention</b>	Increasing the uptake of vaccination and immunisation
	Early Cancer Diagnosis
	Early detection and prevention of Cardiovascular Disease
	Earlier diagnosis of Respiratory Conditions through Quality Assured Spirometry
	Early detection of unmet health needs for those living with Learning Disability and those with Severe Mental Illness
<b>Living well with long-term conditions</b>	Managing Multimorbidity and Complexity
	Optimising Treatment of long-term conditions
	Expansion of the Manchester Amputation Reduction Strategy (MARS) across NHS GM
	The GM Dementia and Brain Health Delivery Plan
	Taking an evidenced based approach to responding to frailty and preventing falls
	Anticipatory Care and Management for people with life limiting illness

# Our missions to meet the challenges

## Helping people get into, and stay in, good work

Delivery Leadership: Locality Boards

System Leadership: Population Health Board; GM Good Employment Charter Board, GM Employment and Skills Advisory Board

Areas of Focus	Actions
<b>Enhance Scale of Work and Health Programmes</b>	Expansion of our Working Well System
<b>Develop Good Work</b>	Working with employers on employee wellbeing through the GM Good Employment Charter
<b>Increase the contribution of the NHS to the economy</b>	Developing the NHS as an anchor system
	Implementing the Greater Manchester Social Value Framework



# Our missions to meet the challenges

## Recovering Core NHS and Care Services

Delivery Leadership: Locality Boards and PFB

System Leadership: System Boards; Finance and Performance Recovery Board

Areas of Focus	Actions
<b>Improving urgent and emergency care and flow</b>	Access to urgent care in the community
	Admission/Attendance Avoidance
	Improving discharge
	Increasing ambulance capacity
	Improving emergency department processes
<b>Reducing elective long waits and cancer backlogs, and improving performance against the core diagnostic standard</b>	Integrated Elective Care
	Improving productivity and efficiency
	Improving utilisation of the Independent Sector
	Improving how we manage our wait list
	Recovering children and young people’s elective services
	Reducing waiting times in cancer
	Diagnostics
<b>Improving service provision and access</b>	Making it easier for people to access primary care services, particularly general practice
	Digital transformation of primary care
	Ensuring universal and equitable coverage of core mental health services
	Digital transformation of mental health care
<b>Improving quality through reducing unwarranted variation in service provision</b>	Improving quality
	NHS at Home – including Virtual Wards
<b>Using digital and innovation to drive transformation</b>	Implementation of Health and Social Care Digital Strategy
	Driving transformation through research and innovation

# Our missions to meet the challenges

## Supporting our workforce and our carers at home

Delivery Leadership: NHS GM People & Culture Function, NHS GM, NHS Trusts, Primary Care providers, Local Authorities, Social Care Providers, VCSE Organisations

System Leadership: GM People Board

Areas of Focus	Actions
<b>Workforce Integration</b>	Enable leaders and staff to work across traditional boundaries to support service integration
	Share best practice and develop tools to support a dynamic system culture
<b>Good Employment</b>	Increase in Good Employment Charter Membership and payment of Real Living Wage
	Improve access to staff benefits and flexible working
	Share best practice and resources to support managers
<b>Workforce Wellbeing</b>	Take action on the cause of staff sickness and improve wellbeing support
<b>Addressing Inequalities</b>	Building a leadership culture committed to addressing health inequalities
	Adapt the recruitment process to provide alternative entry routes for diverse talent
<b>Growing and Developing</b>	Develop our Greater Manchester careers approach to attract and support career development
	Develop and deliver the Greater Manchester retention plan
	Embrace digital innovation to improve the way we work – starting with HR digitisation
<b>Supporting Carers</b>	Provide more consistent and reliable identification and support for Greater Manchester's unwaged carers

# Our missions to meet the challenges

## Achieving financial sustainability

Delivery Leadership: Locality Boards; PFB

System Leadership: Finance and Performance Recovery Board

Areas of focus	Actions
<b>Finance and Performance Recovery Programme</b>	System recovery programme based on drivers of operational and financial performance
<b>Developing Medium Term Financial Sustainability Plan</b>	Development of three-year financial plan



## Key Themes in Comments on the Draft

- The draft was shared widely with the GM system at the end of May – including the 10 localities.
- The comments received mainly related to the need for further clarity on the performance metrics and accountability framework
- Key areas where the document needed to be strengthened were: on our work on equalities; mental health; primary care; children's
- There have been further comments relating to detail, terminology and accuracy but will not materially change the document



## Next Steps in Implementing the Plan

- Whilst the 30th June NHS England deadline is an important milestone, our work on delivery planning cannot stop there
  - We will need to keep the momentum on our system conversations to make those choices that secure our long-term sustainability. NHS England's guidance describes that the plan should be continually reviewed and formally updated on at least an annual basis
  - This means that we will continue to develop the JFP up to and beyond 30th June. The key next steps are:
    - Setting out in detail the phasing of all the programmes set out in this plan – across years 1,2 and 3 of the plan and prioritising those initiatives that will have the greatest impact
    - Ensure that all elements of the plan are costed in line with our medium-term financial plans and ensure we are maximising efficiency across the range of our activity
    - Continue to strengthen the delivery metrics and accountability arrangements
    - Quantify the population health potential of a fundamental shift in demand and a greater emphasis on early intervention and prevention. This will include modelling across all care settings. This needs to extend across all points of delivery
    - Drawing on this, confirm the process to undertake the population level segmentation and analysis for the longer-term transformation
    - Informed by this, position the key choices the GM system will need to make to deliver on long-term financial sustainability and continue to improve health outcomes
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