



Greater Manchester
Integrated Care

Keep connected: NHS Greater Manchester Integrated Care staff briefing

23 March 2022


Heywood, Middleton
and Rochdale
Clinical Commissioning Group


Oldham
Clinical Commissioning Group


Bury
Clinical Commissioning Group


Tameside and Glossop
Clinical Commissioning Group


Stockport
Clinical Commissioning Group

Greater
Manchester
Health and
Social Care
Partnership


Manchester
Clinical Commissioning Group


Salford
Clinical Commissioning Group


Wigan Borough
Clinical Commissioning Group


Trafford
Clinical Commissioning Group


Bolton
Clinical Commissioning Group


Greater Manchester Shared Services

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1. Welcome

Welcome to this edition of the NHS Greater Manchester Integrated Care staff briefing

In response to your feedback at the recent staff engagement sessions, we unveiled some changes to the briefing earlier this month – we're continuing with this theme in this edition.

We believe this new style of presentation, which focuses on the transition to the new **organisation** rather than the wider system development taking place, looks and feels more reflective of those involved in that transition.

We will endeavour each month to share engaging content, helping to keep you informed.

Our journey into an Integrated Care System

As part of Government's Health and Care Bill, we are working to create a statutory Integrated Care System (ICS) in Greater Manchester (GM) for July 1.

Our system will be called GM Integrated Care Partnership and will be made up of two statutory elements:

- Greater Manchester Integrated Care Partnership Board
- NHS Greater Manchester Integrated Care, a 2,500-strong organisation overseen by a Board.

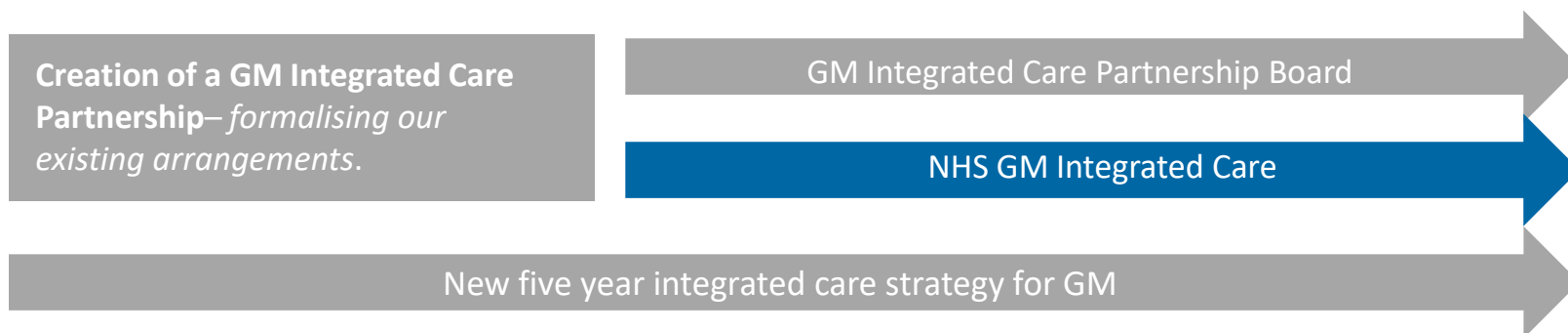
In addition there will be similar partnerships in each of GM's ten districts or localities.

Our system partnership will operate at all three levels: neighbourhood, locality and Greater Manchester.

The new statutory nature of an ICS will **formalise the arrangements** we have in place. It will allow us to build on the ambitious and ground breaking ways we have been working over the last five years.

Our journey into an Integrated Care System

The vision for our new five-year integrated care strategy, being worked on now and due to be complete in the summer, will align to that of wider GM partners: to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer and more prosperous Greater Manchester.



2. Keep connected

- latest HR and OD update
 - a. Cultural audit findings and next steps
 - b. You said, we listened

2a. Cultural Audit Findings and Next Steps



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Integrated Care



Overview

The ICS People and Culture Steering Group commissioned Delve OD to deliver a cultural audit with the aim of gaining an insight into the differing cultures of the 12 impacted organisations that will form the NHS Greater Manchester Integrated Care.

The cultural audit sought to map out the current cultural strengths for each organisation with the aim of drawing on these to build the strong foundations for the culture of the new organisation. In addition, it wanted to understand what staff would like the culture of NHS Greater Manchester Integrated Care to look like.

We received **705 responses** to the cultural audit survey, which was a **32% response rate** overall.

The existing good bits that you would like to keep

- Flexible Working Style
- Collaboration and Support amongst Peers
- Positive Work Culture
- Team Working
- Good Communication

The existing not-so-good bits that you would prefer not to keep

- Management Style
- Governance Structure
- Negative Work Culture
- Silo Working
- Lack of Effective Communication

Most common words that you felt are most important for day-to-day working moving to GM ICB



You were asked how the new ICB can strengthen fair and equitable conditions

- More Communication
- Talent Management
- Personal and Professional Development Opportunities
- Consistent Policies
- Diversity and Inclusion

Next Steps

Culture and Engagement

- We will continue to involve you in shaping the culture for NHS GM Integrated Care and we will deliver engagement sessions to take a deeper dive into some of the ways we can ensure a positive culture
- We will develop a behaviours framework reflecting on views about existing positive cultures

Hybrid Working

- We will build on existing good practices for hybrid working and work with you to develop a set of hybrid working principles

Communication

- We will review and improve communication channels to ensure everyone is informed and heard

Next Steps Continued

Talent Management and Skills Development

- We will develop a comprehensive approach to talent management, which we will invite you to be involved in
- We will consider how to develop leaders and managers in the best way focusing on behaviours, inclusion and achieving consistency

Collaborative working

- We will look to develop a programme to support teams to work more collaboratively

Policies, Processes and Governance

- HR and EDI colleagues will work closely to develop a set of inclusive and consistent policies and processes for fair and inclusive recruitment, onboarding and development
- We will review governance processes to explore streamline decision making and encourage innovation

2b. You Said We Listened

Thank you to everyone who took the time to complete the cultural audit and to those who have attended the recent engagement and wellbeing sessions. Key themes from your feedback and developments in these areas are detailed below.

You Said	We Listened
<p>Communication “We’d like to feel more informed about the changes and transition to NHS GM Integrated Care. And we’d like all the information in one place.”</p> <p>“We’d like more opportunities to get involved with shaping the organisation.”</p>	<p>We hope you’ve noticed the new look ‘Keep Connected’ staff briefing template. The template has been designed to provide clearer updates about the transition, keeping you up to date from the different workstreams in one place.</p> <p>The Keep Connected Engagement Calendar has been produced and is shared with this briefing. The calendar details all of the engagement sessions we have planned and will be updated and shared fortnightly.</p>
<p>Staff Benefits “Our staff benefits are important to us, what staff benefits will NHS GM Integrated Care offer.”</p>	<p>During our health and wellbeing sessions, we asked you what was important to you about the staff benefits currently in place at your organisation. Your thoughts have been considered and will be used to create a ‘day 1’ offer of staff benefits from 1 July 2022. We acknowledge that this will not feature everything and are working with colleagues from across the partner organisations, to develop a collective vision for the future staff benefit package which we will need more time to work on.</p>

2b. Continued...

You Said	We Listened
<p>Health and Wellbeing “We are feeling really tired, stressed and overwhelmed with our workload.”</p>	<p>A further eight health and wellbeing sessions have been planned between now and the end of June. These sessions will give you some practical tools you can use to support your (and your colleagues) health and wellbeing, all taken from the GM Wellbeing Toolkit.</p> <p>The GM Wellbeing team have planned a number of wellbeing masterclasses over the coming months, covering various health and wellbeing topics such as mental health, sleep, financial wellbeing and menopause. The sessions will be included in the Keep Connected Engagement Calendar, so please take some time to look after yourself and book on.</p>
<p>Shaping the Future “We want to be involved in shaping the new organisation. We’re particularly interested in shaping hybrid working, shaping and testing values and behaviours, leadership talent and development and inclusion.”</p>	<p>We are working with Delve to co-design and co-deliver a further 17 engagement sessions which will aim to take a deeper dive into these topics, giving you the opportunity to share your thoughts on how NHS GM Integrated Care could/should shape these going forward. Look out for dates in the Keep Connected Engagement Calendar.</p>











3. Keep connected
- engagement updates

3a People and Communities Strategy
3b Launch of Big Conversation

Transition update

3a. People and communities strategy (engagement)

- Integrated Care Boards are required to produce people and communities strategies by the end of May 2022
- This is about how each Integrated Care Partnership will involve individuals and groups in their work
- On the afternoon of Tuesday 15 March, engagement experts from Greater Manchester’s voluntary, community and faith sector, the NHS and locality authorities came together for the first time to explore a shared involvement framework for Greater Manchester
- This will build on the national 10 principles developed by NHS England (below)
- The outputs from the workshop will be shared and will form the basis for the Integrated Care Partnership’s people and communities strategy which will also be widely shared

 <p>1. Put the voices of people and communities at the centre of decision-making and governance, at every level of the ICS.</p>	 <p>6. Provide clear and accessible public information about vision, plans and progress, to build understanding and trust.</p>
 <p>2. Start engagement early when developing plans and feed back to people and communities how their engagement has influenced activities and decisions.</p>	 <p>7. Use community development approaches that empower people and communities, making connections to social action.</p>
 <p>3. Understand your community’s needs, experience and aspirations for health and care, using engagement to find out if change is having the desired effect.</p>	 <p>8. Use co-production, insight and engagement to achieve accountable health and care services.</p>
 <p>4. Build relationships with excluded groups, especially those affected by inequalities.</p>	 <p>9. Co-produce and redesign services and tackle system priorities in partnership with people and communities.</p>
 <p>5. Work with Healthwatch and the voluntary, community and social enterprise (VCSE) sector as key partners.</p>	 <p>10. Learn from what works and build on the assets of all ICS partners - networks, relationships, activity in local places.</p>

Transition update

3b. Launch of the Big Conversation – Monday 28 March

People from every corner of Greater Manchester will be invited to start talking honestly about the future of health and care for themselves and their families. The Big Conversation survey will launch on Monday 28 March and anyone who lives or works in the 10 Greater Manchester boroughs can take part.

The mass online survey will launch on NHS and health and social care system social media channels across the city region. For anyone who doesn't have access to the internet, there will be an alternative telephone number available.

The Big Conversation will run until Sunday 8 May and anyone who registers their views will be entered into a free prize draw with a chance to win one of four £250 Love to Shop vouchers. More importantly, feedback collated from the survey will help to shape the future vision of how we will work together in partnership in order to improve everyone's health and wellbeing.

It is hoped people will get involved and give their thoughts on what's important to them when it comes to health and care and making Greater Manchester a great place to grow up, get on and grow old.

Comments received will help the Greater Manchester Integrated Care Partnership (GM ICP) to set priorities for a new health and care strategy, also known as its five-year plan, ahead of it becoming an official partnership on 1 July.

4. Keep connected
- Place Lead Update

Transition update

Place Lead for Health and Care Integration

A nomination process and ‘accountability framework’ have been agreed for the selection of a Place Lead for Health and Care Integration in each of Greater Manchester’s 10 localities.

In doing so, each locality in Greater Manchester is expected to propose one of two options for the structure of its place-based integrated care model. The Place Lead for Health and Care Integration should be either:

- Carried out by the local authority Chief Executive; or
- Employed by NHS Greater Manchester Integrated Care.

If ‘alternative arrangements’ to the above are preferred by the locality in question, a clear rationale should be provided which describes and justifies the proposal and evidences the full involvement and support of the local authority and other locality partners.

Transition update

Place Lead for Health and Care Integration

Background

Place-based integrated care partnerships for each locality will address specific place-based challenges and deliver its locality plan as a component part of the GM Integrated Care Partnership strategy.

Each of the place-based partnerships will reflect the identity of each of the places within Greater Manchester and benefit from the assets and strengths of each community in the locality while ensuring standards of access and quality do not vary.

The ‘accountability framework’ paper has been shared with all locality leads, key stakeholder groups and “at risk” Board level colleagues.

Transition update

Place Lead for Health and Care Integration

Next steps:

- Locality model to be agreed by Shadow Locality Boards at place level. Confirmed to GM Integrated Care by 14 April.
- Locality nomination process to be agreed and conducted by Shadow Locality Boards at place, if required.
- Proposed nomination should be submitted to NHS GM Integrated Care for ratification by 22 April.
- Where an appointment/recruitment process is required localities and GM Integrated Care to agree timeframes and process from May.

5. Keep connected

- TUPE consultation for affected staff

Keep connected – HR and OD update

TUPE consultation for all affected staff

Next steps

- 1 April - formal consultation in relation to the transfer of staff expected to begin
- 4 April - briefing sessions will begin within sender organisations (CCGs, GMHSC Partnership, GMSS) – details of specific briefing sessions will be communicated by your organisation.
- Date TBC - following the sessions colleagues will receive a confirmation letter with a link to the full consultation paper.

Keep connected – HR and OD update

Pre-TUPE transfer engagement sessions

Thank you to everyone who has taken the time to join our pre-TUPE engagement sessions.

The sessions have been really popular and it's great to see so many of you helping to shape our future ways of working.

The **Keep Connected Engagement Calendar** with information about and links to further pre-TUPE engagement sessions is shared alongside this update. The calendar will be updated with new dates and reissued fortnightly with the ICS staff briefing.

Demand for the sessions has been high so please give others the opportunity to attend if you cannot. More sessions will be added as we move forward.

Pre-TUPE transfer support

If you have any questions about the pre-TUPE transfer engagement and consultation plan, please speak to your line manager in the first instance or direct your query to your HR team / contact.

6. Keep connected

- Appointments to NHS GM Integrated Care

Transition update

Chief People Officer appointed

Congratulations to Janet Wilkinson



Following the appointment of Chief Executive Designate for NHS GM Integrated Care, Mark Fisher, we can now reveal that Janet Wilkinson will be the Chief People Officer.

Janet is currently executive lead for workforce, OD & system leadership at Greater Manchester Health and Social Care Partnership, who she joined as Director of Workforce in October 2017.

Janet has been an executive director for 20 years and her most recent post was Director of Human Resources, Organisational Development and Education at University Hospital of South Manchester NHS Foundation Trust.



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Key dates coming up

March 2022

- Interviews for Chief Finance Officer and Chief Medical Officer
- Place-based lead accountability framework finalised following consultation and nomination/appointment process to commence
- Formal system response to Integration White Paper
- Launch of Big Conversation with our ICP stakeholders and the public to get their feedback on the proposed vision, shared outcomes and commitments to be included in the ICP's Strategy / 5 Year Plan on 28 March

April 2022

- TUPE consultation for all affected staff to begin on 1 April
- Place based lead accountability role - nomination/appointment process to commence

May/June 2022

- Interview for Executive Director of Nursing



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Terminology guide

ICS terminology

GM Integrated Care Partnership will replace GM Health and Social Care Partnership as the name of the partnership (which has existed since 2016) between all the different organisations which support people's health and care. GM Integrated Care Partnership is not one organisation, not a single entity, and not an employer. It will operate on (at least) three levels: Greater Manchester, locality and neighbourhood, as will its constituent parts.

It includes NHS organisations, councils, GMCA, VCSE colleagues and others all working together to help achieve our common vision which will be set out in our new five year integrated care strategy (being worked on for summer 2022).

It will be overseen by **GM Integrated Care Partnership Board**, which is responsible for developing and overseeing the implementation of the integrated care strategy to meet health, public health and social care needs.

It will preserve and evolve the culture and ambitions of GM devolution.

It won't commission NHS services.

ICS terminology

NHS Greater Manchester Integrated Care is the name of the new statutory NHS organisation which will be live from 1 July 2022. It will be responsible for allocation of, and accounting for, NHS resource, it will fulfil primary care and specialised commissioning functions and it will create a plan for NHS services.

It will be led by an **NHS GM Integrated Care Board**. Sir Richard Leese has been confirmed as Chair designate.

NHS GM Integrated Care will be the receiving organisation for staff from the ten CCGs, Greater Manchester Shared Services and GMHSCP team, in line with the national HR processes. It will operate at a GM, locality/place and neighbourhood levels. This, alongside the employment commitment made nationally to transferring staff, means very few changes to the place people work, or the roles they do, are expected before July 2022.

The current priority is to create the organisation and ensure very senior roles are in place. In 2022/23 and beyond there may be some changes, but these will be part of formal processes, with full staff engagement.