

# Putting health at the heart of Greater Manchester

**Greater  
Manchester  
Integrated Care  
Partnership**

Improving health and care  
in Greater Manchester

**A summary of our strategy**

2023-2028



# What is Greater Manchester's Integrated Care Partnership Strategy?

Greater Manchester's Integrated Care Partnership Strategy explains how we will improve the health and care of the 2.8 million people who call Greater Manchester 'home'.

We want everyone in Greater Manchester (GM) to live a good life with improved health and wellbeing. When they need it, they will have access to high quality care from health and care services that work together and are sustainable.

## **Our strategy explains how we will achieve this by:**

- ✓ Strengthening our communities
- ✓ Helping people get into – and stay in – good work
- ✓ Recovering core NHS and care services
- ✓ Helping people stay well and detect illness earlier
- ✓ Supporting our workforce and our carers
- ✓ Achieving financial sustainability

Our strategy explains how health and care services will help to make Greater Manchester a place where everyone can live a good life; grow up, get on and grow old in a greener, fairer more prosperous city-region.

It is backed up by our Joint Forward Plan, which describes how we will turn our strategy into a reality.

## **Put simply...**

**This is our 'blueprint' for how we will improve people's health and wellbeing over the next five years.**

# Who are Greater Manchester Integrated Care Partnership?



On 01 July 2022, the way in which health and care services are organised changed when the Health and Care Act 2022 came into force, splitting England into 42 area-based Integrated Care Systems (ICS), covering populations of around 500,000 to 3 million people.

An ICS is where organisations – such as hospital trusts, local councils and GP practices, pharmacists, dentists (primary care) – work with the voluntary, community, faith and social enterprise (VCFSE) sector, Healthwatch and trade unions to plan and deliver joined-up health and care services.

Greater Manchester – which is made up of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan – is one of the largest ICS and is called the Greater Manchester Integrated Care Partnership (Greater Manchester ICP).

This means that, from the cities of Manchester and Salford right through to the villages of Ramsbottom and Marple Bridge, professionals are working in partnership across sectors, sharing skills and knowledge as if they were one organisation, to improve the health and care of Greater Manchester's residents.

## The challenges

Greater Manchester has a long history of working in partnership and, in 2015, we were granted devolution from central government for health and care. This gave our city-region greater control over how we spend our health and care budget and more freedom to shape our services around the needs of the people who live here. Our first strategy, 'Taking Charge Together' described this in 2015.

Our Greater Manchester ICP strategy builds on the work of 'Taking Charge' but is set in the aftermath of the COVID-19 pandemic, years of spending cuts and a cost of living crisis which is putting huge pressures on people, businesses, charities and public services.

Greater Manchester has some of the lowest life expectancy in England. People living in more affluent areas of the region are living up to 9.5 years longer than those in our poorer communities. In some pockets of the city-region, this gap is as big as 17 years.

**Greater Manchester** has some of the lowest life expectancy in England.



In some of our poorer communities people live **17yrs less** compared to those in more affluent areas

Differences also exist between communities according to race and ethnicity, gender, disabilities, poverty and social exclusion, sexuality and age. This, together with increasing demand and a workforce crisis, is putting huge strain on our services.

We had a 'Big Conversation' with more than 3,000 people and 2,000 underserved communities across Greater Manchester to ask what mattered to you when it came to your health and care services. You told us about your real concerns about funding and staffing levels, how hard it is to get appointments, and waiting times for hospital care.

## Our response to these challenges

Our strategy covers three themes that explain what we are going to do to respond to these challenges: embedding the Greater Manchester Model for Health, our missions, and monitoring our progress.

### **The Greater Manchester Model for Health**

The NHS has developed to treat people when they're ill through a 'medical' model. In Greater Manchester, because we have such close relationships between the NHS, councils, wider public service partners and the VCFSE sector, we can create a 'social' model for health alongside the delivery of great care.

The social model is about working 'with' people and communities rather than 'doing to' them.

By creating the conditions for people to live good lives where they can stay healthy and independent, we reduce the chances of them getting ill in the first place and needing medical treatment.

### **How do we do this?**

Our model shows a number of ways we can create the conditions needed for people to live good lives.

Some examples are:

- Children and Young People – we want to ensure our children and young people have a good start in life. We will be providing early help to families and supporting early years development to enable more children to be ready for school. We will ensure successful educational experiences that support positive mental health for children and young people. We'll also be enabling a wider range of education and employment opportunities for those over 16.

- Healthy places – we will be developing neighbourhoods with cleaner air and access to green spaces, where communities can come together and connect with each other. Enjoying your local environment benefits your physical and emotional health. We want to make active travel easier by encouraging people to walk and cycle where possible, through programmes like Greater Manchester Moving

- An age friendly Greater Manchester – our population is living longer. To help people age well, we need to enable people to stay healthy and active as they grow old and get the right care when they need it

## We will continue developing our integrated neighbourhood teams.

Our integrated neighbourhood teams are typically organised for 30-50,000 residents within the same boundaries as primary care networks, which




are groups of GP practices working together.

These teams work to connect all primary care services, including GPs, dentists, pharmacists and opticians, with community, social and local acute care, local VCSFE and wider public services (such as housing providers, schools, employment support and the local police and fire and rescue service).

We will analyse data to anticipate care needs and provide support and preventative care sooner rather than later.

We will develop screening and immunisation to identify illness earlier and prevent it.



---

We will continue to work towards detecting, diagnosing and treating cancers earlier to improve survival rates.

The neighbourhood model is the key to making our model for health a reality, ensuring that people are supported to live well and continue doing the things they love, with the support they need, whether they're diagnosed with a long-term condition, cancer, dementia, or they're at the end of their life and receiving palliative care.

If you do become ill, our model enables care to be provided consistently across Greater Manchester by our health and care providers working in partnership.

We want to have consistency through all our urgent care services - like GP out of hours, NHS 111 and more specialist emergency care such as major trauma - so we triage, treat and transfer appropriately across

Greater Manchester's urgent and emergency care sites.

We will reduce waiting lists by providing access to care from all hospitals in Greater Manchester, developing outpatient services, scans and tests, and supporting staff wellbeing.

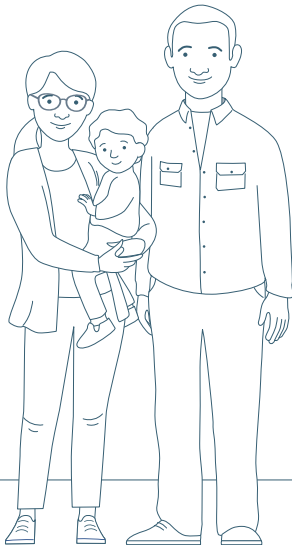
As well as physical health, we will address the changing needs of people across all age groups, from children to older adults, to support their mental health and wellbeing. From common mental health problems such as anxiety or depression, through to severe mental illness, we will help people access proven medical treatments, psychological therapies and social support.

We will also build Greater Manchester's reputation for being at the forefront of research and innovation. We will use new technologies and data to provide more accurate and effective care and treatment, while giving people greater control of their health and wellbeing by being able to better monitor their own health and plan their care, alongside professionals.

## Our missions

Our strategy outlines our “missions”. This is what we will do over the next five years so that everyone in Greater Manchester lives a good life with improved health and wellbeing and, when they need it, has access to high quality health and care services that work together and are sustainable.

Each mission responds directly to what the residents of Greater Manchester have told us, the pressures facing public services and our workforce and the evidence and research into what drives our health needs and what works to respond to them.



## Strengthen our communities

We know that the stresses of daily life for many of our residents have been made significantly worse by the cost of living crisis, and you told us you wanted public services to work better with voluntary organisations.

We want people to feel more confident in managing their own health.

We'll do this through a range of programmes, working closer with a range of partners.

For example, we're going to continue developing social prescribing, which is when healthcare professionals like your GP can refer you to non-medical community services to improve your health and wellbeing, such as cookery, healthy eating advice and befriending services. We're also going to make more mental health care available in the community, so that we don't simply respond to people after they get worse or reach crisis point.



We have a three-year agreement in place with the VCFSE sector where we are going to scale up their role to be more involved in the development and delivery of our plans for health and care.

They will have a key voice in reducing inequalities within our communities.

We will develop ways to support the 500,000 volunteers and 300,000 informal carers we are lucky to have in Greater Manchester.

### **Help people get into – and stay in – good work**

The public sector organisations which provide public services like the NHS, social care and housing in the North makes a greater contribution to employment and economic activity than elsewhere in the country.

One of the purposes of integrated care systems is to develop the role of the NHS in local economies in relation to employment, procurement (buying goods or services), building and land use, and environmental impact.



We are working towards preventing people being unable to work through illness or injury.

We'll be getting people back into work, and supporting people with learning disabilities, autism and severe mental illness to be placed and trained in work.

We will also work with employers on employee wellbeing and ensure we make as much positive impact on communities and society as possible.

## Recover core NHS and care services

The main concern raised through our Big Conversation was about improving access to health and care services, including doctors, mental health services, hospital care and dentists.

This has been an ongoing issue which has been set back by the COVID-19 pandemic.

### We are working towards:

- ✓ Improving ambulance response times
- ✓ Improving waiting times in Accident & Emergency (A&E)
- ✓ All our A&Es having streaming services in place to redirect patients to appropriate services, like their GP practice or a pharmacist
- ✓ Keeping A&E waiting rooms for those **who really need them**
- ✓ Reducing long waits for planned operations by opening more surgical hubs across Greater Manchester

Surgical hubs are based on hospital sites, but separated from emergency services, bringing together the skills and expertise of staff under one roof to perform common procedures which can be done quickly and effectively, such as cataract surgeries or hip replacements. This keeps beds free for patients waiting for planned operations, reducing the risk of short notice cancellations.

We are also making it easier for people to access primary care services - particularly general practice and NHS dentists - as well as mental health services.

We will provide more ways of getting advice and treatment, like online advice, going to a pharmacy, an urgent treatment centre or the 111 out-of-hours clinical assessment service.



We also want to do more to identify and treat high blood pressure, high cholesterol, diabetes, and other conditions which affect health outcomes.

We will expand culturally appropriate services that better reach into disadvantaged communities to ensure we reduce health inequalities across Greater Manchester.

### **Support our workforce and our carers**

These are extremely challenging times for our health and care services.

We face significant financial pressures and a workforce crisis.

### **Help people stay well and detect illness earlier**

You also told us we should be doing more to stop people getting ill in the first place. Many conditions which shorten healthy life expectancy are preventable.

We'll be working together with our residents and communities to reduce smoking rates, increase physical activity, tackle obesity and alcohol dependency.



We have high sickness absence rates, recruitment and retention challenges.

At the same time, we recognise the enormous pressures faced by carers, making life harder for the people they are trying to support. As an Integrated Care Partnership, we need to take action to create the conditions to allow our people to provide the best possible care – including our paid and unwaged workforce.

We will promote integration, better partnership working and good employment practices, such as increasing membership of the GM Good Employment Charter – which includes commitments like flexible working, employee engagement and better workforce wellbeing - and payment of the Real Living Wage for health and care organisations.

We will consistently identify and support Greater Manchester's unwaged carers.

We want more people choosing health and care as a career and feeling supported to develop and stay in the sector.

### **Achieve financial sustainability**

A concern raised through our Big Conversation is that you are worried there is not enough money and resources for health and care services.

There has been a lot of pressure on the health and care system for many years



and not enough money to meet the demands on it.

There is no denying managing money well is a big challenge.

Achieving financial sustainability is really important.

### **What do we mean by 'financial sustainability'?**

This is when our expenditure does not exceed income.

Our health and care system in Greater Manchester has a deficit because spending has been higher than income. Therefore how we deliver this strategy needs to give consideration to how we can rebalance our financial position, i.e. we need to 'live within our means'.

We will identify what is causing the most significant demands across our integrated care system and develop a comprehensive plan where we can make improvements, become more efficient and productive, reduce demand and make sure if something is working well in one area of the system, it is scaled up across GM where possible.



# Monitoring our progress

We will be clear about the progress we make against our strategy. We want to see a Greater Manchester where:

<b>Everyone has the opportunity to live a good life which we will do by:</b>	
<b>Strengthening our communities</b>	We will measure:
	✓ Reduced anxiety
	✓ Improved life satisfaction
	✓ Feelings of safety
<b>Helping people get into, and stay in, good work</b>	✓ The number of people starting in work
	✓ The number of people staying in work
<b>Everyone has improved health and wellbeing because we will:</b>	
<b>Help people stay well and detect illness earlier</b>	We will measure:
	✓ Life Expectancy and Healthy Life Expectancy
	✓ Avoidable mortality rates
	✓ Reductions in health inequality in the onset of multiple morbidities
	✓ Physical activity
	✓ Smoking prevalence
	✓ Obesity

## Monitoring our progress

<b>Everyone gets high quality care and support where and when they need it which we will do through:</b>	
	We will measure:
<b>The recovery of core NHS and care services</b>	✓ Improvement in meeting national targets year-on-year
	✓ Equitable service provision across Greater Manchester
<b>Supporting our workforce and carers</b>	✓ Increase in Good Employment Charter membership from the health and care sector
	✓ The number of health and care organisations paying the Real Living Wage
<b>Health and care services are integrated and sustainable by:</b>	
<b>Achieving financial sustainability</b>	We will measure:
	✓ Balanced recurrent ICB and system financial position by 2024/25

Finally, through our Greater Manchester Health and Care Intelligence Hub, we will bring together all the data, community insight, guidance, web-based tools and workforce development resources so we can better understand health inequalities.

If we identify variations for diverse communities, including variance by age, sex, ethnicity, disability, sexual orientation and trans status, and religious affiliation, then we can put plans in place to address these inequalities.

This is a summary of the Greater Manchester Integrated Care Partnership Strategy. If you want to read the document in full, you can visit our website:

**[www.gmintegratedcare.org.uk/icp-strategy](http://www.gmintegratedcare.org.uk/icp-strategy)**

To find out more about how you can get involved in shaping our future health and care plans, visit:

**[www.gmintegratedcare.org.uk/have-your-say](http://www.gmintegratedcare.org.uk/have-your-say)**

**[www.gmintegratedcare.org.uk](http://www.gmintegratedcare.org.uk)**

**🐦** NHS\_GM and @GM\_ICP

**f** GMICP and @NHSGreaterManchester

If you require this information in alternative formats or languages other than English, please contact us on 0161 742 6023 (during office hours) and we will make arrangements for you.