

REGIONAL INTEGRATION PLAN

North West - 2020/21

Introduction

NHS England/Improvement have asked the National Guardian's Office (NGO) to work with Primary Care providers to understand how Freedom to Speak Up (FTSU) arrangements can be implemented in Primary Care organisations and in a way that promotes integration.

This Regional Integration Plan sets out a summary of FTSU arrangements in the North West of England and how the NGO will support its further development. The Regional Integration Plan aims to support the development of a fully integrated approach to making speaking up business as usual across the patient pathway, outlining ways to measure and report on progress, and assess and mitigate risks to delivery.

The Regional Integration Plan includes details of how we will identify potential FTSU vanguards that can demonstrate a range of models to be applied across the sector. It also highlights how we will develop close working relationships with provider organisations as they move from the implementation stage to embedding the guardian role.

All data represented in this report was collated in December 2019.

The local health landscapes

Greater Manchester Health and Social Care Partnership (GMHSCP) was established in 2015 when NHS organisations and local authorities in Greater Manchester signed a landmark devolution agreement with the government to take charge of health and social care spending and decisions in the city region. There are ten NHS Trusts and Foundation Trusts in the area and within GMHSCP there are ten Clinical Commissioning Groups (CCGs).

Within the Health and Care Partnership for Cheshire and Merseyside, there is an Integrated Care System (ICS) for health. There are 20 NHS Trusts and Foundation Trusts and 12 CCGs.

Healthier Lancashire and South Cumbria was initially a Sustainability and Transformation Partnership (STP) and is now an ICS. There are five NHS Trusts and Foundation Trusts. The North West Ambulance Service is also based within this locality along with eight CCGs.

See **Annex 1** for further detail of the healthcare landscape and the region.

Freedom to Speak Up Guardians

There are currently 74 FTSU Guardians included on our directory from the North West Region. Fifty-seven (57) of them are from trusts.

See table in **Annex 2** for a full breakdown.

Vanguards

Howbeck Healthcare are the current vanguard in the region. They provide management support to South Cheshire and Vale Royal GP Alliance and have also been commissioned to provide the FTSU service for the Alliance, as well as to practices in neighbouring GP Federations that currently also receive management support from Howbeck Healthcare. The FTSU Guardian is submitting data to the NGO.

See table in **Annex 3**

Another potential vanguard has been identified by the Regional Liaison Lead. They will commence work with existing guardians from a local ICS to establish their FTSU processes and reach with Primary Care organisations.

Ambitions for progress 2020/21

Priority	Detail	Measure/Ambition	Timeframe/ review date Q1 – Q4
Increase reach into the Primary Care landscape	Current vanguards: Continue to work with identified vanguard/potential vanguards to ensure processes are in line with NGO guidance.	Ensure active part of the network and submitting data to NGO. Describe the model and make assessment of how it might be adopted in other organisations.	Q1 Q3
	New vanguards: Work with the guardians from ICS to establish their FTSU processes and if the organisation may be used as a new identified vanguard site.	Encourage the collection and submission of data. Submit case for 100 Voices campaign.	Q1 Q2

	<p>Help guardians become active members of the Regional Network.</p> <p>Describe the model and make assessment of how it might be adopted in other organisations.</p>	<p>Q2</p> <p>Q4</p>
<p>GP Practices: Identify some of the individuals intended to fulfil the guardian role for the 763 GP Practices and assist them to access training and entry onto the NGO directory to support consistency and increase confidence in all workers to feel safe to speak up.</p>	<p>Guardians are trained and added to the NGO's directory.</p> <p>Guardians feel confident to submit data.</p> <p>Help guardians become active members of the Regional Network.</p> <p>Submit case for 100 Voices campaign.</p> <p>Reports on the effectiveness of FTSU are presented at an appropriate senior level.</p>	<p>Q1-Q4</p> <p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>
<p>Primary Care Networks: Identify all PCNs and develop relationships with Clinical Directors to help identify guardians.</p>	<p>Work with PCNs, Primary Care Forums and GP Federations to identify guardians, assist them to access training and entry onto the NGO Directory and implement the FTSU Guardian role.</p>	<p>Q1-Q4</p>
<p>Dentists, opticians and pharmacists: Identify new vanguards in dental practices, pharmacies and opticians and support implementation of FTSU processes.</p>	<p>Look for opportunities to present the work of the NGO, such as at AGMs for dentists,</p>	<p>Q1</p>

		<p>pharmacies and opticians.</p> <p>Identify at least one potential vanguard in each area.</p> <p>Ensure identified guardians are trained and included on the NGO directory.</p> <p>Encourage the collection and submission of data.</p>	<p>Q2</p> <p>Q4</p> <p>Q4</p>
	<p>Hospices/Independent Sector: Build relationships with hospice and independent sector guardians and encourage them to submit quarterly data.</p>	<p>Encourage hospices and independent sector guardians to attend Regional Network meetings.</p> <p>Increase in data submissions.</p> <p>Submit cases for the 100 Voices campaign.</p>	<p>Q3</p> <p>Q2</p> <p>Q3</p>
<p>Join-up cross system working to improve FTSU culture</p>	<p>CCG – internal: Connect with CCG guardians who have been trained and are included on the NGO directory to ensure a consistent approach.</p>	<p>Support guardians to fulfil the FTSUG role as set out in the FTSUG job description.</p> <p>Submitting data, contributing to the 100 Voices campaign.</p> <p>CCG guardians attend their Regional Networks.</p>	<p>Q2</p> <p>Q4</p> <p>Q4</p>

	<p>CCG – external: To get nominated workers trained in the guardian role and put on the NGO directory.</p>	<p>Attend training and include new FTSU Guardians on the directory.</p> <p>Support the guardians to fulfil the role as set out in the FTSUG job description.</p> <p>Submitting data and contributing to the 100 Voices campaign.</p> <p>Ensure guardians become familiar with the Regional Network and encourage them to attend network meetings.</p>	<p>Q1-4</p>
	<p>Regional NHSE/I: Continue to build relationships and partnership working with NHSE/I FTSU executives and Primary Care Leaders, to ensure FTSU remains on NHSE/I agendas.</p>	<p>Give a presentation to the Northern Primary Care forum about FTSU.</p> <p>Attend quarterly Regional Quality Surveillance Groups.</p> <p>Look for further opportunities to share improvements or challenges for speaking up cultures across the patient pathway.</p> <p>Present at the North West regional Healthwatch board.</p>	<p>Q1-Q4</p>

<p>Enable new and existing FTSUGs to support each other</p>	<p>FTSUG Regional Network: Regional Networks to be attended by increasing numbers of Primary Care guardians and continue to support and develop the networks.</p> <p>The NGO will support the development of the Regional Network and the role of the Regional Chair as increasing numbers of non-trust FTSUGs connect with the network.</p>	<p>Numbers of non-trust FTSUGs attending the Regional Network meetings increases.</p> <p>The Regional Network provides several different ways to connect and support FTSUGs.</p> <p>Review the effectiveness of Regional Network meetings as its membership evolves.</p> <p>Consider the changing needs of FTSUGs from a diverse range of organisations such as:</p> <ul style="list-style-type: none"> • frequency of physical meetings • options for virtual meetings • opportunities for themed breakout group discussions in meetings • buddying arrangements to support new FTSUGs 	<p>Q2</p> <p>Q2</p> <p>Q1-4</p>
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		and provide development for existing FTSUGs.	
Improve the NGO's offer of support and guidance	<p>Identify opportunities for NGO presence at external NHS events in the North West region to raise awareness of FTSU with a wider audience.</p> <p>Contact the NHSE/I events team and organisers of Practice Managers Conferences, etc.</p>	<p>Calendar of events collated and shared with the NGO team.</p> <p>NGO presence at external events raises awareness of FTSU with key stakeholder groups and generates more requests for NGO training and support.</p>	<p>Q1-4</p> <p>Q1-4</p>

Annex 1

The healthcare landscape *(data collated from NHS Digital ODS September 2019)*

Organisation type	Number	Notes
ICS/STP	3	
LMC	17	
CCG	26	
PCN	164	
Trusts	37	
LDC	9	
LOC	12	
LPC	7	
GP practices	1024	
Dentists	3486	
Opticians	871	
Pharmacy	1727	
Hospices	58	

The region

The North West of England comprises four counties – Greater Manchester, Cheshire, Merseyside and Lancashire. It is the third-most-populated region in England after the South East and Greater London region. The largest settlements are Manchester, Liverpool, Warrington, Preston, Blackpool and Chester.

Greater Manchester has a population of 2.8 million, with Central, North and South Manchester and Salford having a higher proportion of people aged between 20 to 34 than the average across the area. Over a third (36.2 per cent) of the population live in the most deprived areas of England.

Lancashire and South Cumbria covers a population of around 1.7 million. The region is diverse, with areas of differing geographies and local challenges, including areas of deprivation.

Cheshire and Merseyside have a population of 2.6 million, with 32 per cent living in the most deprived areas and a higher than average number of people over 75.

Annex 2

FTSU Guardians in the region *(Data collated from NGO database)*

Organisation type	Number of FTSUGs
Trust / Foundation Trust	57
Independent provider	8
Primary care provider	5
CCG	2
Non health sector	0
National Body	2
Other	0
TOTAL	74

Annex 3

Vanguard name	Type of organisation	Notes on progress to date
South Cheshire and Vale Royal GP Alliance	Primary Care	<ul style="list-style-type: none"> • Howbeck Healthcare provide management support to South Cheshire and Vale Royal GP Alliance and they have been commissioned to provide the FTSU service too. In addition, this service is also being provided to practices in neighbouring GP Federations for which Howbeck Healthcare also provides management support. • The guardian for South Cheshire and Vale Royal GP Alliance has been in place since 2017. The CCG identified the need for a guardian following publication of the NHS England guidance. The guardian does not have ring-fenced time for her guardian role, but she is supported to be flexible to respond to workers who contact her. She does get half a day per month retainer time for training workers or FTSU admin. • She receives the NGO bulletins, has attended foundation training and has started submitting data to the NGO.