

Manchester Health and Wellbeing Board Report for Information

Report to: Manchester Health and Wellbeing Board – 7 June 2023

Subject: Making Manchester Fairer: Tackling Health Inequalities in Manchester 2022-2027

Report of: Deputy Director of Public Health

Summary

This report provides an overview of progress made during 2023 on the Making Manchester Fairer Action Plan.

Recommendations

The Board is asked to note progress made in implementing the Making Manchester Fairer Action Plan including the work that is taking place across partner organisations to integrate the Making Manchester Fairer approach and principles system wide.

Executive Summary

The implementation of the Making Manchester Fairer programme, workstreams and programme governance has made significant progress.

The Anti-Poverty Strategy (APS) was formally adopted at Executive in January and is the main route to delivering against the MMF theme of reducing poverty and debt. It sets out our vision that the whole of Manchester will work together to reduce poverty and lessen the impact of poverty on our residents. The strategy contains 53 actions across 12 priorities and 4 themes.

An overarching narrative has been developed by the Communication Teams that reflects that the Anti-poverty strategy and is now part of the Making Manchester Fairer plan. This has also included bringing in the immediate Cost of Living support, so that there is a unified stance to the work and we can make the most of the city's combined networks.

The first Making Manchester Fairer Programme Board took place in May after an extensive Expression of Interest process that recruited people to the board that are visibly reflective of Manchester's diverse communities (particularly those most impacted by health inequalities) and has a balance of different types of perspectives including organisational, professional and lived experience.

The development of governance and approval process for the Kickstarter Schemes allowed for the Children's element of the Supporting children, young people and their families scheme to begin implementation.

Further to the workstream and programme development, a number of theme leads have developed projects and initiatives that are designed to meet the aims and objectives of the actions under their themes and Manchester NHS Foundation Trust (MFT) has developed a Health Inequalities programme.

The Board is asked to note progress made in implementing the Making Manchester Fairer Action Plan, the incorporation of the Anti-Poverty Strategy within the programme, and the work that is taking place across partner organisations to integrate the Making Manchester approach and principles system wide.

Board Priority(s) Addressed:

Health and Wellbeing Strategy priority	Summary of contribution to the strategy
Getting the youngest people in our communities off to the best start	This Action Plan impacts positively on all strategy priority areas
Improving people’s mental health and wellbeing	
Bringing people into employment and ensuring good work for all	
Enabling people to keep well and live independently as they grow older	
Turning round the lives of troubled families as part of the Confident and Achieving Manchester programme	
One health and care system – right care, right place, right time	
Self-care	

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Building Back Fairer – Tackling Health Inequalities in Manchester – Health and Wellbeing Board, 6 July 2022

Making Manchester Fairer, Tackling Health Inequalities in Manchester 2022-2027 – Health Scrutiny Committee, 12 October 2022

Making Manchester Fairer - The Anti-Poverty Strategy 2023-2028 – Economy Scrutiny Committee, 18 January 2023

Making Manchester Fairer - Tackling Health Inequalities in Manchester – Health and Wellbeing Board, 25 January 2023

1. Introduction

- 1.1 Making Manchester Fairer (MMF), is our 5-year action plan to address health inequalities in the city. The Making Manchester Fairer Action Plan was taken to the Health and Wellbeing Board and Manchester Partnership Board in July 2022 and launched at the MMF Conference in October 2022. The plan can be found [here](#).
- 1.2 In the wake of the COVID-19 Pandemic and the current cost-of-living crisis, the need to tackle inequalities in the city continues to be a corporate and political priority.
- 1.3 The delivery of Making Manchester Fairer can be summarised under its 8 themes, 4 ways of involving communities, and 6 principles that underpin the way the programme will be delivered. Implementation so far has been focussed on a number of workstreams that are required to get the foundations right for delivery. These workstreams are reported on in section 3.

MMF Themes	Ways of involving communities*	Principles for delivery
<ul style="list-style-type: none"> - Early years, children and young people. - Poverty, income and debt. - Work and employment. - Prevention of ill health and preventable deaths. - Homes and Housing. - Places, transport and climate change. - Communities and power. - Systemic and structural racism and discrimination. 	<ul style="list-style-type: none"> - Listen to us - Trust us - Employ us - Create and support the conditions for social connections to develop and flourish 	<ul style="list-style-type: none"> - Proportionate universalism and focus on equity. - Respond to and learn from impact of COVID-19. - Tailor to reflect the needs of Manchester - Collaboration, creativity, and whole system approach. - Monitor and evaluate to ensure we are Making Manchester fairer – narrowing gaps within Manchester as well as regional and national averages. - Take a life course approach with action on health inequalities starting before birth and right through to focus on ageing and specific needs of older people.

*Based on insight from community group engagement

2. Key Achievements

The key achievements over this time period have been as follows:

- Recruitment and establishment of the Making Manchester Fairer Programme Board.
- Adoption of new Anti-Poverty Strategy and integration into the Making Manchester Fairer governance structures.
- Development of governance and approval process for the Kickstarter Schemes.
- Endorsement of Phase One Kickstarter Schemes and implementation of the Children's Scheme.
- Communications plan bringing Making Manchester Fairer, the Anti-Poverty Strategy and Cost of Living work together.
- The Manchester Housing Partnership Away Day – workshop discussion of all 8 MMF themes resulted in key opportunities being identified that are now being followed up, organisations were really engaged in the agenda.
- Alignment of the Winning Hearts & Mind programme under Making Manchester Fairer programme.
- Implementation of the Communities and Power Steering Group.
- Commissioning of Race and Health Equity education programme.
- Development of Manchester NHS Foundation Trust Health Inequalities strategy

3. Making Manchester Fairer Progress Update December 2022 to May 2023

3.1 The MMF programme management team have established a number of workstreams that are forming the foundation for delivery of the programme. These workstreams are:

- Governance and Programme Management
- General Communications and Engagement
- Workforce Engagement and Development
- Resident and Community Engagement and Involvement
- Anti-Poverty Strategy
- Kickstarters and Investment Fund
- Anchor Institutions
- Monitoring
- Evaluation

3.2 Governance and Programme Management

3.2.1 The programme governance is captured in Fig 1. The Chief Executive of MCC is the overall SRO for the programme and monthly progress updates are reported to Senior Management Team (SMT). For the programme to be successful it is essential that ownership and accountability for the plan is distributed and owned by leaders who have responsibility for the thematic areas. The Making Manchester Fairer Task Force is made up of leaders across the system who will drive delivery of actions in each of the themes.

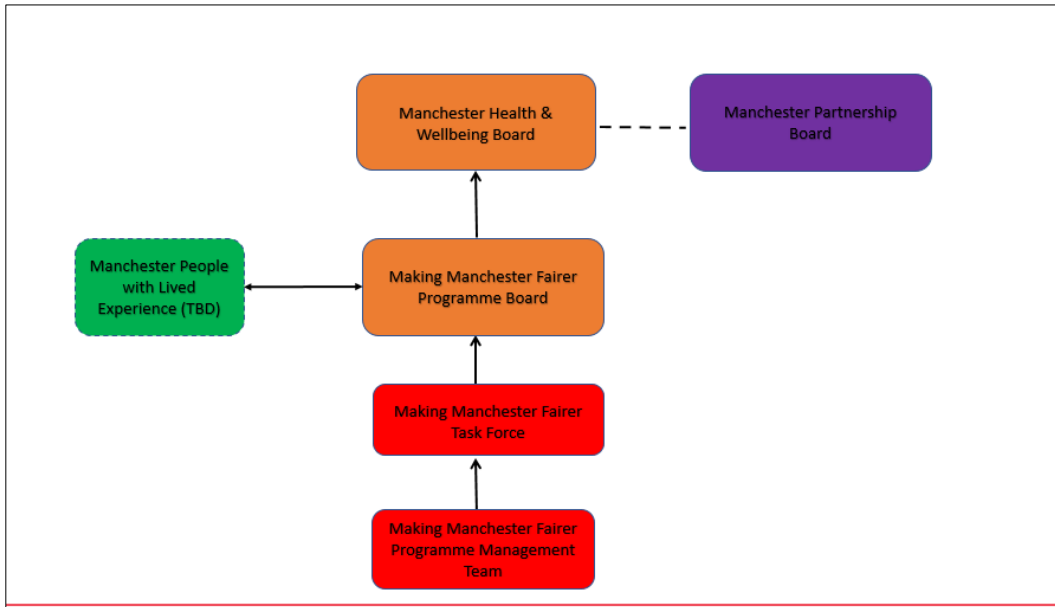


Figure 1: MMF Programme Governance

3.2.2 As this is a key piece of work to deliver the wider Our Manchester Strategy, a regular update will be taken to the Our Manchester Investment Board. The Our Manchester Forum will also be regularly engaged in the delivery of the plan.

3.2.3 The Making Manchester Fairer (MMF) Programme Board was established in May 2023. The board will play a vital role in ensuring that we deliver on the actions within the plan in line with our core principles of proportionate universalism and health equity.

The Board will:

- Contribute to the strategic direction of Making Manchester Fairer and ensure implementation of the Action Plan and the Anti-Poverty Strategy
- Hold partners responsible for delivering the Plan to account
- Review and scrutinise activities across the partners delivering the Plan to ensure that they are delivered in line with the Making Manchester Fairer principles and that our aims and objectives are achieved.
- Ensure the maintenance of sound financial management of resources, and that expenditure is in line with our objectives.

3.2.4 Although board members may be able contribute to the delivery of the plan through their professional roles, partnerships and networks, the responsibility for delivery of the plan sits with the Making Manchester Fairer Taskforce, MCC's SMT and joint work with a range of partners through a number of established forums in the City including the Our Manchester Forum and the Our Manchester Business Forum.

3.2.5 The Board is co-chaired by Councillor Thomas Robinson and Councillor Joanna Midgely and will meet quarterly. Board members have been recruited through a combination of direct invitations and an expression of interest process.

3.2.6 The aim of the expression of interest process was to recruit people to a board that is visibly reflective of Manchester's diverse communities (particularly those most impacted health inequalities) and has a balance of different types of perspectives including organisational, professional and lived experience. The published role description for Board members stated that individuals should:

- *Want to work with us to make a real and lasting impact on health inequalities and poverty in Manchester*
- *Be confident in presenting their own ideas, bringing their individual perspective, and providing challenge*
- *Have strong leadership skills, or are committed to developing them*
- *Be personally committed to ensuring diversity is positively valued and working collaboratively and creatively*
- *Be able to provide a different perspective based on their professional or personal experience of health inequalities and/or poverty*
- *Have a personal, vested interest in Making Manchester Fairer, because they live, work or study in the city*
- *Able to facilitate partnership working with other organisations where that might be beneficial.*
- *Have experience, knowledge and understanding around the relationship between health inequalities and: children and young people, older people, poverty and debt, housing and homelessness, tackling racism and discrimination, places, transport, and climate change. We are also seeking members who understand the role that business can play in our vision to make Manchester fairer for all.*

3.2.8 Through the robust recruitment and selection process candidates were selected for the programme broad, that provide a cross section of professional and lived experiences across the MMF themes and neighbourhoods in Manchester. There is also a balance of people who bring organisational perspectives from known and well-connected forums in the City and individuals with personal and individual perspectives that will bring diversity of thought and perspective.

3.3 Programme Plan and reporting

3.3.1 A draft annual programme plan has now been collated that will help track and monitor the delivery of the MMF Action Plan and its themes and workstreams. Work is being undertaken to ensure reporting on the programme plan will focus on where work is taking place to add value and where collaboration across the themes is taking place.

3.3.2 A monthly highlight report has also been established that is shared internally with the Task Force and the SMT.

3.3.3 In addition to the monthly MMF highlight report, other quarterly and annual internal reporting schedules are being developed by the Programme

Management Team. Once agreed these will be shared with relevant boards and forums.

3.4 General Communications and Engagement

- 3.4.1 Since the launch of the Anti-Poverty Strategy an overarching narrative has been developed and updated to reflect that the Anti-poverty strategy and is now part of the Making Manchester Fairer plan. This has also included bringing in the immediate Cost of Living support, so that there is a unified stance to the work that makes the most of the city's combined networks. This campaign approach has put a focus on food, bills, and fuel, as well other forms of support and advice. Calls to the Cost of Living advice line are still around 30 a day, development of a campaign for help over the summer is underway.
- 3.4.2 There has been a big, citywide focus on recruitment to the Making Manchester Fairer Board as well as for roles within the Communities and Power Steering Group, using a range of communications approaches to make the recruitment as inclusive as possible, using learning from the Covid pandemic.
- 3.4.3 Now the draft annual programme plan is in place, work to develop a detailed communications plan that is aligned with the programme plan milestones will take place.

3.5 Workforce Engagement and Development

- 3.5.1 Work has commenced on developing a plan for the wider programme of work around workforce engagement and development. A working group will be established in June to drive forward development and delivery of this workstream. Making Manchester Fairer has identified key ways in which staff and services need to work to improve health equity as summarised below;

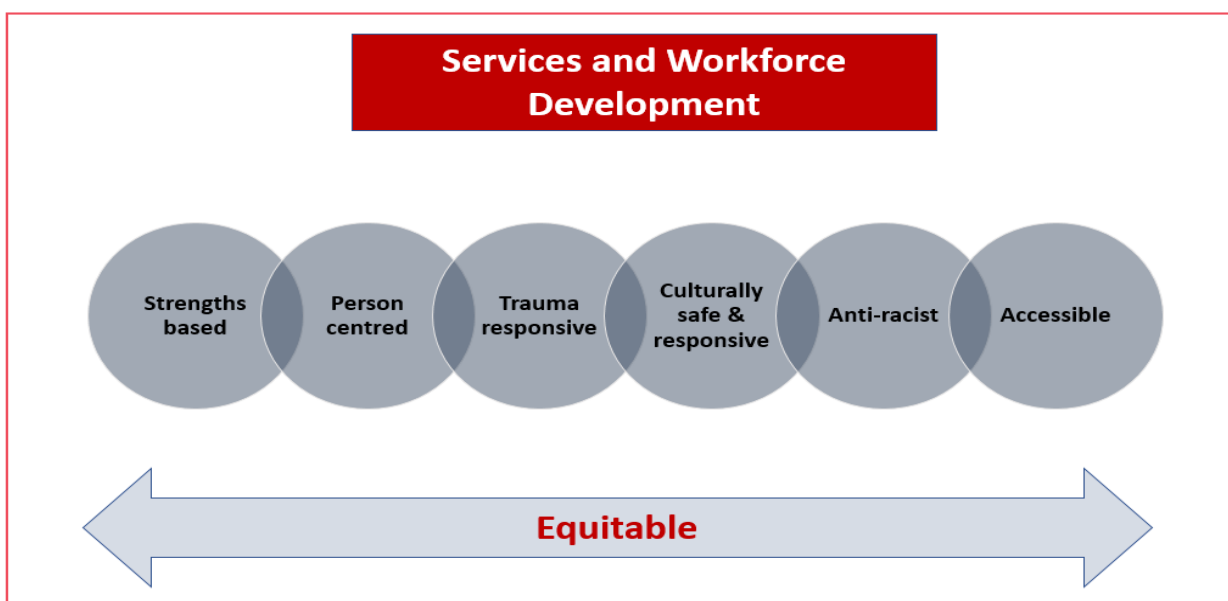


Figure 2: Service and Workforce Development

3.5.2 It is envisaged that workforce engagement and training across the MMF themes and partner organisations will need to be delivered in a coherent manner across the lifespan of the MMF Strategy.

3.5.3 Further work has also been undertaken to ensure all MCC staff are Trauma Informed. Roll out of workforce ACE's training is underway and discussions exploring mandatory training and integration into inductions have begun.

3.6 Resident and Community Engagement and Involvement

3.6.1 Support from the Neighbourhood Community Development Team and City Policy has been identified to lead the Resident and Community Engagement and Involvement workstream. Work around resident and community involvement is also highly dependent upon work being delivered under the 'Communities and Power' theme of the Action Plan.

3.6.2 The officers allocated to the workstream have identified considerations for the establishment of a resident and community forum to work alongside the MMF programme board. The forum will provide a platform for residents and community voices to influence decision making and delivery plans. In-depth consideration has been given to ensuring diverse representation of Manchester's residents to bring a range of lived experiences to MMF governance. Resources to develop, implement and support the approach are still being identified. Recruitment to this forum will be aligned to the existing recruitment undertaken to the Communities and Power Steering Group.

3.7 Anti-Poverty Strategy

3.7.1 The Anti-Poverty Strategy (APS) was formally adopted at Executive in January and is the main route to delivering against the MMF theme of reducing poverty and debt. It sets out our vision that the whole of Manchester will work together to reduce poverty and lessen the impact of poverty on our residents.

3.7.2 The Anti-Poverty Strategy was launched officially on the 27th of February and delivery and oversight has been integrated into the MMF, recognising that you can't tackle health inequalities without addressing the effects and causes of poverty.

3.7.3 Further information on the theme's priorities and actions within the APS are detailed in 4.3.

3.8 Kickstarters and Investment Fund

3.8.1 Following the decision to prioritise investment in the Children and Young People, and Early Help for Adults Experiencing Multiple and Complex Disadvantage schemes in the Kickstarter programme, a Kickstarter Implementation Group has been established to provide support to the project teams to develop their business cases and mitigate any risk to delivery. All Kickstarters will be developed through the implementation group, including those that haven't been prioritised for investment. This will ensure that they

are developed in line with the MMF principles to achieve the broader objectives of the programme and add value to work that is already taking place in the city.

- 3.8.2 The development, endorsement and delivery are an iterative and supportive process whereby implementation of the schemes can begin at a small scale without waiting for final endorsement by the MMF Programme Board, but the board will be used at check points to endorse ongoing development and ensure delivery is in line with the objectives of the MMF plan. This should provide assurance on the Kickstarter schemes and investment without causing a delay to implementation.

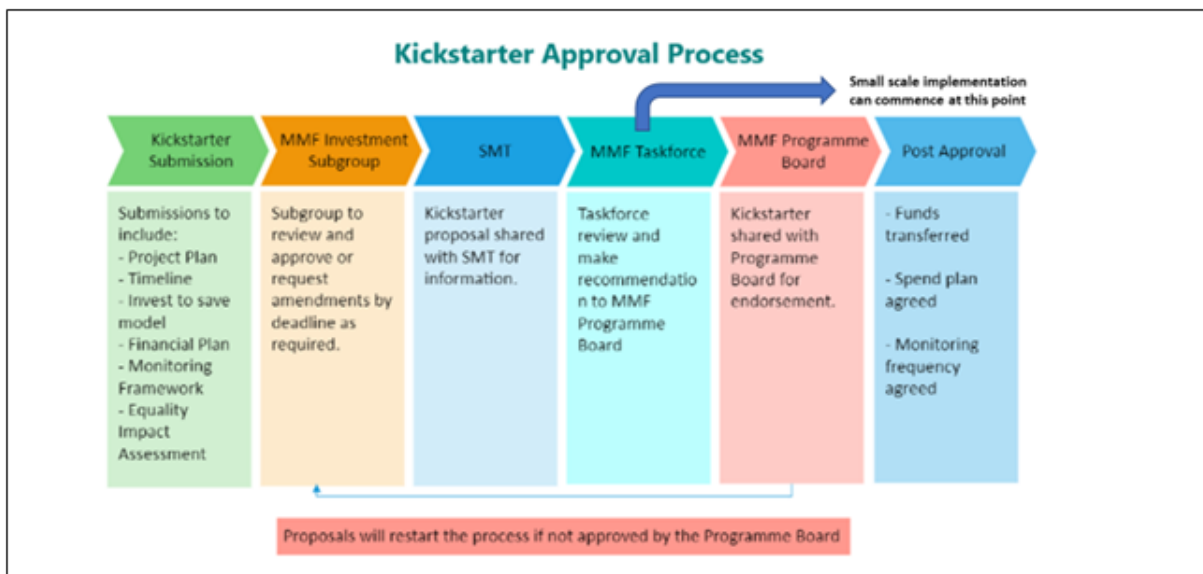


Figure 3: Kickstarter Scheme Approval Process

- 3.8.3 Phase One Kickstarters were endorsed by the MMF Programme Board on the 22nd of May, with feedback given on how to develop and deliver the Kickstarters to achieve the objectives of the programme.

3.9 Anchor Institutions

- 3.9.1 Work to bring together the various pieces of work within MMF and APS that fall together under the umbrella of “anchor institutions” is being undertaken. This will help reach agreement on the general scope of this work and advance any action needed.
- 3.9.2 A workstream lead has been identified on an interim basis and scoping work has been carried out to understand the connections between MCC’s anchors work and the work of our partners, mapping out the various anchors initiatives that are already underway in the city. The focus of work will be to scale up, join up and raise the profile of work with anchors that is already taking place with public sector organisations in Manchester. Initially this will be by building on existing strengths, particularly in relation to employment and living wage, before trying to collaborate on more challenging initiatives identified in MMF such as exploring how land is used.

3.10 Monitoring

3.10.1 The Making Manchester Fairer Inequalities Data Development Group, focused on the strategic aim of embedding the routine monitoring of inequalities within partner organisations, continues to meet monthly. Membership has been extended to bring in teams with expertise around key inequalities (LGBT+ and BAME communities) and those from outside the data and analytics community to provide both insight and balance to the group.

3.10.2 Work is progressing to refine key indicators to form the basis of an annual 'temperature check' of progress on Making Manchester Fairer. Theme leads have been asked to identify what key metrics they intend to monitor progress against their objectives, and these are being collated as a more focused set of measures than the Marmot Beacon Indicators which more accurately reflect where progress is expected to be made.

3.10.3 Development of a Manchester Measuring Inequalities Toolkit continues. The Toolkit will improve the monitoring of interventions to address socio-economic inequalities by helping information analysts to produce more statistically rigorous and accurate analyses of changes over time in the scale and nature of inequalities in Manchester. An initial course outline has been produced and we are now moving into the co-design stage. The first iteration of the training course is planned for mid-September 2023.

3.11 Evaluation

3.11.1 A successful recruitment exercise took place to the Performance and Insight Manager post; this newly created post is designed to work across the Public Health and City Policy Teams to ensure a more coordinated approach to evaluating the delivery of the ambitions set out in the MMF Action Plan and the Anti-Poverty Strategy and ensure that there is a dedicated focus on the evaluation of the programme.

3.11.2 An evaluation framework has been developed and work is underway to establish the context, mechanisms and potential outcomes for year one of MMF. This includes a focus on Kickstarters and developing case studies on early adopters of MMF principles, in addition to capturing lessons learned and identifying best practice and barriers and facilitators. The evaluation lead is working closely with the Performance, Research and Intelligence Team to identify overlaps in evaluation and monitoring work, avoid duplication and create opportunities to work together.

4. MMF Key Achievements Deep Dive

4.1 Further to the development of MMF workstreams, progress is being made by theme leads to deliver on the actions set out in the MMF Action Plan. The rest of this report details progress on the delivery of four of the themes and a case study of Manchester Foundation Trusts work on tackling Health Inequalities.

- (i) Communities & Power
- (ii) Systemic and structural racism and discrimination
- (iii) Poverty, income and debt
- (iv) Prevention of ill health and preventable deaths.

4.2 Communities & Power

4.2.1 A Communities and Power Steering Group, chaired by Manchester City Council's Executive Member for Vibrant Neighbourhoods, has been established to drive forward the actions outlined within the two Manchester-specific themes of (i) Tackling systemic racism and discrimination, and (ii) Communities and power.

Since December the Communities and Power Steering Group has:

- Supported the development of the Building Stronger Together Communities Strategy, linking strongly with work on encouraging relationships, participation and belonging which is key to creating strength in community in the city
- Began working with University of Manchester to put in place an evaluation of the work undertaken.
- Undertaken an in-depth analysis of census data to help support actions to be driven by this forum - this includes looking at challenges experienced by particular ethnic groups. Understanding data and evidence available and gaps in relation to this work is important.
- Following the Expression of Interest process, two community representatives were selected for the Communities and Power Steering Group.
- Participants of the BAME leadership group were initially invited to express an interest in joining the Communities and Power Steering Group to enable both the voice of lived experience as well as providing a development opportunity to apply learning through the programme into practice. Two places in the group were made available for staff members. Participants were invited to submit an expression of interest and 10 applications were received. Given the level of interest, conversations took place with other MMF workstreams to identify further opportunities for all those who applied such as the key roles on the Inequalities Data Development Group. All staff who applied for a role have now been linked with an opportunity. It has been clear that those that have put themselves forward are very passionate about this work and want the opportunity to be involved in supporting the delivery of the programme.

4.3 Systemic and structural racism and discrimination

4.3.1 The seventh theme in the MMF plan is tackling systemic and structural racism and discrimination. One action under this theme is to develop a comprehensive and immersive education programme which will enable our workforce to be better informed, equipped and confident to implement the right solutions that will improve outcomes for communities experiencing racial inequality and discrimination. Manchester's Race and Health Equity Education

Programme will be delivered over 9-12 months and has been designed to be delivered in two parts:

- (i) The programme will focus on the knowledge and behaviours to tackle structural racism and discrimination in services.
- (ii) The programme aims to turn learning into action, through interactive and experiential learning sessions.

4.3.2 The programme has been developed to build upon current learning offers such as Let's Talk About Race and Conversations About Race. Rapid evaluation will be conducted during the course and after the completion of the programme to ensure we are able to monitor the impact of the education programme.

4.3.3 A provider has been commissioned to deliver this education programme from September 2023. 75 places are available which include participants from Teams Around the Neighbourhoods from North, Central and South. In addition, places will also be offered to SMT, SLG and wider system partners such as MFT, MLCO and Housing.

4.4 Poverty, income and debt

4.4.1 The Anti-Poverty Strategy (APS) was formally adopted at Executive in January and is the main route to delivering against the MMF theme of reducing poverty and debt. It sets out our vision that the whole of Manchester will work together to reduce poverty and lessen the impact of poverty on our residents.

4.4.2 The strategy contains 53 actions across 12 priorities and 4 themes. Since adoption we have been working to integrate the APS workstreams into the wider MMF programme management structure. This process is now functionally complete, with reporting process in place to give the MMF Task Force and Programme Management Team oversight of APS workstreams.

4.4.3 At the May MMF Task Force meeting, the year one work APS programme, subject to minor amendments was agreed. Actions have been prioritised by those things which are important, achievable, or which need to happen first. This includes a mix of actions that will be MCC lead, and which can be substantially led by our partners.

The actions prioritised for delivery in year 1 include:

- We will use data to identify the places and communities that have the highest concentrations of poverty so we can design and target interventions appropriately
- We will review public sector organisations' approach to charges and debt recovery processes to make sure we are effectively supporting residents to access support and avoiding taking action that will make their situation worse.
- Expanding access to advice in different settings, increasing access to debt advice, expanding access to in person advice, ensuring advice is available in accessible formats and languages.

- We will work towards a single source of local information for practitioners giving advice.
- We will make sure that all public bodies are explicit about using social value to create opportunities for residents living in poverty.
- We will set up an Anti-Poverty Insight Group
- We will hold regular networking opportunities for people with lived and professional experience of poverty.

4.4.4 Next steps will be to bring together the people and organisations who need to work on these actions. Officers are already working with their counterparts in commissioning to influence the re-commissioning of the Citywide Advice Service contract and are conducting an analysis of how MCC funds anti-poverty work. A data dashboard of indicators and measures has been set up to track progress.

4.5 Prevention of ill health and preventable deaths

4.5.1 Manchester NHS Foundation Trust (MFT) Health Inequalities (case study of work across partner organisations)

- Context to health inequalities at MFT
- Programme governance
- Away day themes
- Health inequalities plan and progress against it
- Key priorities for the year ahead
- Next Steps

4.5.2 Context to health inequalities at MFT

4.5.3 MFT has a diverse catchment population, primarily made up of Manchester and Trafford residents, but also from other parts of Greater Manchester due to the proximity of the hospital sites (mainly North Manchester Hospital and Wythenshawe) to neighbouring boroughs and the wide range of specialist services that MFT delivers.

4.5.4 Given this diverse population, with a mix of ethnicities, language, income levels, disabilities and other characteristics, health inequalities in access to, experience of and outcomes from MFT services exist. In some cases, these differences in access, experience and outcomes are avoidable and the Trust has been focusing on its role in reducing health inequalities and what action it can take.

4.5.4 The diagram below articulates the drivers of health inequalities, with access to good quality healthcare, MFT's core business, playing an important role. One way of reading this diagram is that the main drivers of health inequalities are out of MFT hands, for example the wider determinants of health. However, the Trust has taken the view that it has a role in each of the core areas:

- i. Improving conditions in communities linked to the wider determinants of health through MFT's work as an anchor organisation.

- ii. Impacting on behaviour change by making every contact count and taking the opportunity to signpost and refer patients to wider support where possible.
- iii. By taking action to reduce inequalities in access, experience and outcomes relating to MFT services.

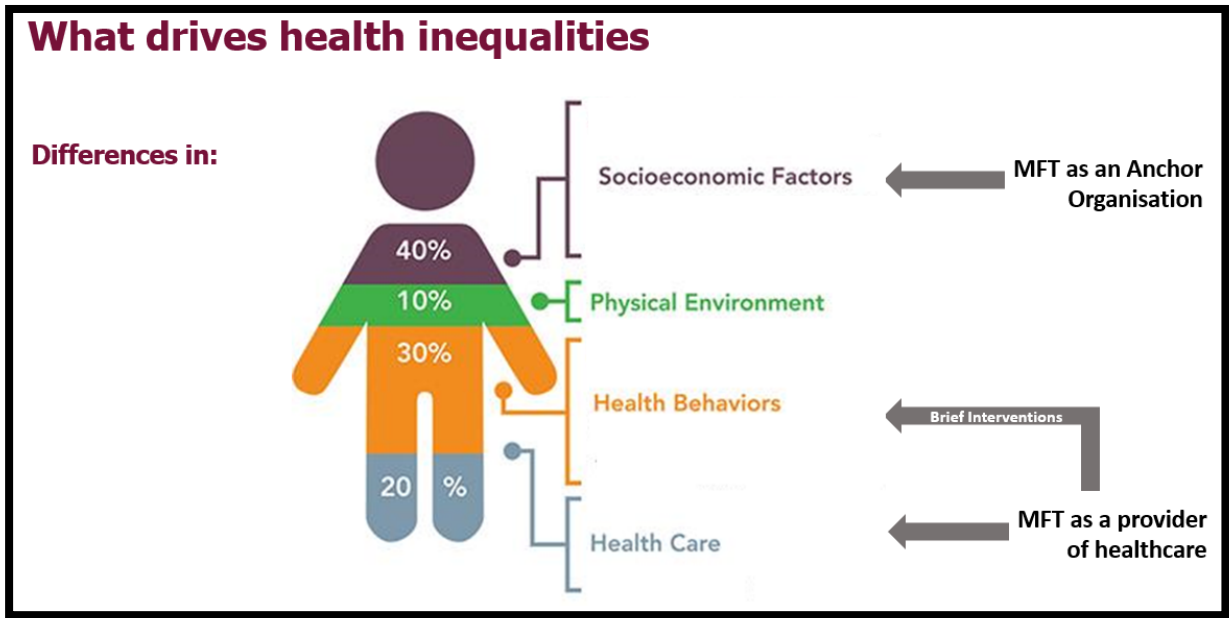


Figure 4: MFTs Drivers of health inequalities

4.5.6 Programme governance

4.5.7 MFT started a health inequalities group in 2021. The group met less frequently initially given the operational focus on Covid-19, but since the summer of 2022 the group has met every 6-8 weeks to oversee the development of this important area of work.

4.5.8 The Health Inequalities Group is chaired by the MFT Group joint medical director, Jane Eddleston, who is MFT's responsible officer for health inequalities. The Health Inequalities Group reports into a board subcommittee, the Group Equality, Diversity & Human Rights Committee.

4.5.9 To date no agreed metrics or reporting framework has been agreed to Trust board, but MFT sites have been asked to include tackling health inequalities within their annual planning and there has been an update to the Trust board on progress with this work since the arrival of the new Group CEO, Mark Cubbon.

4.5.10 In autumn 2022, drawing on the evidence of what drives health inequalities above, the following framework for tackling health inequalities at the Trust was developed through the Health Inequalities Group:

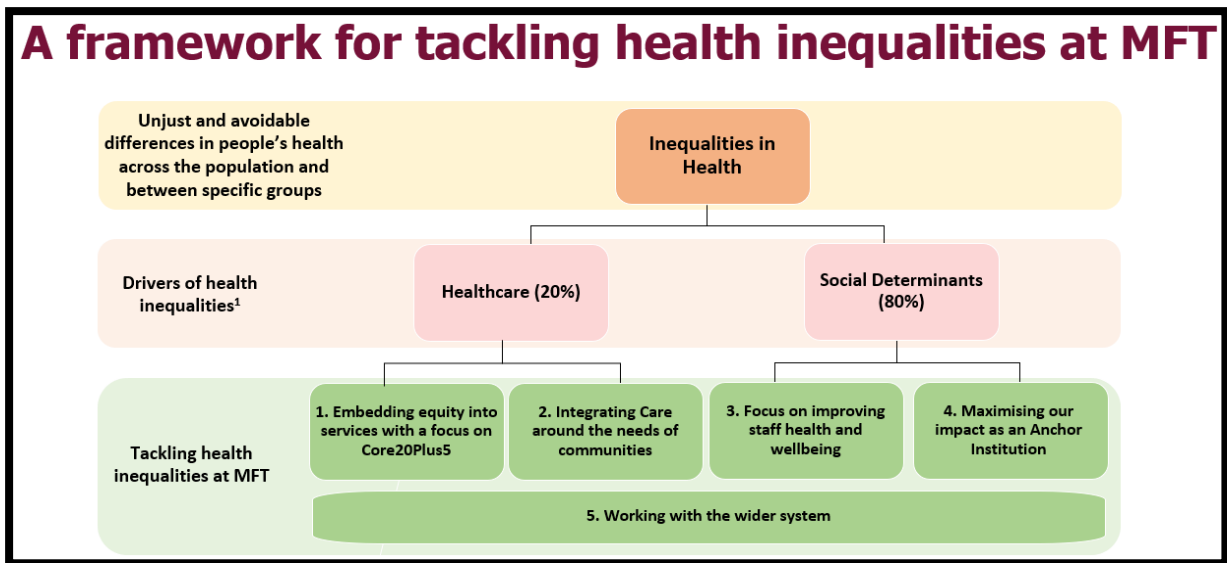


Figure 5: Framework for tackling health inequalities at MFT

4.5.11 The structure reflects the research considered in figure 4 which identifies the causes of health inequalities, with 20% being attributed to access to good quality healthcare services.

- i. Embedding equity into services involves delivering services that take account of different service needs and access requirements, rather than one service model that is the same for everyone.
- ii. Integrating care around the needs of communities concerns better understanding what is important to our local communities in terms of health and the barriers they face and addressing these needs.
- iii. MFT is the biggest employer in GM; improving staff health and wellbeing is the right thing to do and will also benefit the health of a significant portion of the population in the city, as well as improve sickness and retention rates.
- iv. MFT has a significant impact on the communities it serves as an anchor organisation through the value it adds to local residents as an employer, as a purchaser, as an owner of estate. This impact should maximise wherever possible.
- v. The causes of health inequalities are multifaceted; system working is essential to address the root causes and can't be tackled by MFT in isolation.

4.5.12 Health Inequalities Away Day

4.5.13 In February 2023 MFT ran an away day focused on tackling health inequalities. The aim of this session was to widen the conversation about health inequalities to senior leaders across the Trust and start to think about action we could take at each of MFT's 10 hospital sites to progress the agenda. The event was a collaboration by MFT and wider system colleagues. It was chaired by MFT joint group medical director Jane Eddleston and included an opening presentation and address by David Regan, Director of Public Health, Manchester Council.

4.514 Feedback from the event itself was positive with leaders saying it had changed their perspectives on aspects of service delivery and performance management. Following the event, a health inequalities lead for each MFT hospital site has been identified.

4.5.17 MFT’s Health inequalities plan

4.5.18 Drawing on the priority setting and broader insight from the health inequalities away day a plan has been developed for MFT to tackle health inequalities over the year ahead and longer term. This work has been coproduced with and informed by feedback from service users, locality leads, the Local Care Organisation (LCO), Public Health Manchester and Trafford, MFT hospital sites and its corporate departments. The plan hasn’t been included in detail here, but the vision statements for each element are outlined below.

4.5.19 The plan is not static, and this iteration will be further developed as the Trust continues to understand its role in this agenda and continues to understand its datasets with regards to health inequalities. Metrics and outcome measures are under development and will be used to measure and track the success of the work.

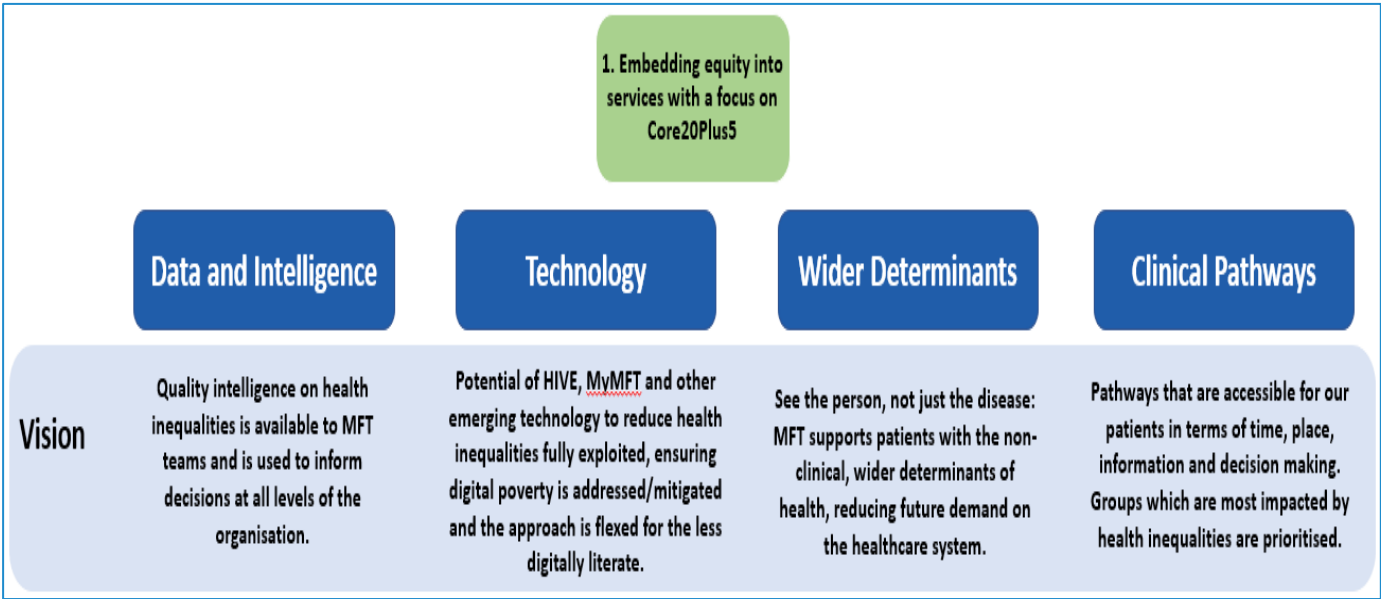


Figure 6: Health inequalities at plan priority one

4.5.20 This part of the plan is focused on how we can embed equity into health services. Improving our data collection and analysis, by continuing to develop the health inequalities dashboard, is core to this as it will allow the Trust to better identify and target groups who are experiencing health inequalities.

4.5.21 MFT has gone through a recent change of electronic patient record and there are opportunities to leverage this to better support those who struggle to access healthcare, while putting in place interventions to reduce digital poverty and literacy.

4.5.22 As a provider of clinical services, MFT comes into contact with millions of residents each year. There is an opportunity to work with patients on the wider determinants of health e.g., lifestyle challenges or financial challenges, through identifying and signposting/referring people into specialist support.

4.5.23 Clinical pathways can be streamlined in a range of ways to reduce health inequalities. In the year ahead the Trust will look to understand inequalities and make improvements in several specific care pathways, building on the learning in future years.

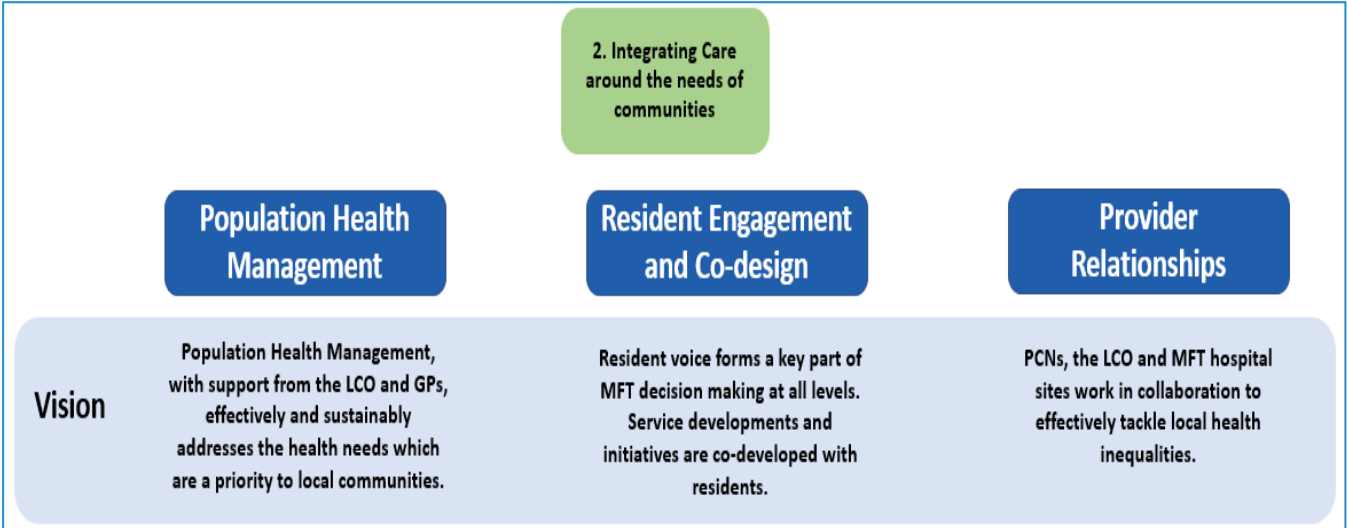


Figure 7: Health inequalities at plan priority two

4.5.25 Population health management involves using data and insight to identify and target improvements in health conditions in a specific population. This work is led by the Local Care Organisation (LCO), neighbourhood teams and primary care networks (PCNs). For 2023/24 the target areas for this work are diabetes, hypertension and bowel cancer.

4.5.25 It was acknowledged at the away day that resident engagement and co-design are protective against health inequalities and that the Trust should place residents at the heart of this work. Access to MFT’s services and this first iteration of the health inequalities plan continue to be discussed through a range of community forums in an effort to gain input from residents and system partners.

4.5.26 At the away day it was discussed how the hospital could be more connected with the LCO and PCNs in the city’s neighbourhoods. Work has started in this regard with each hospital site identifying a health inequalities lead who can connect with the neighbourhood infrastructure in their area.

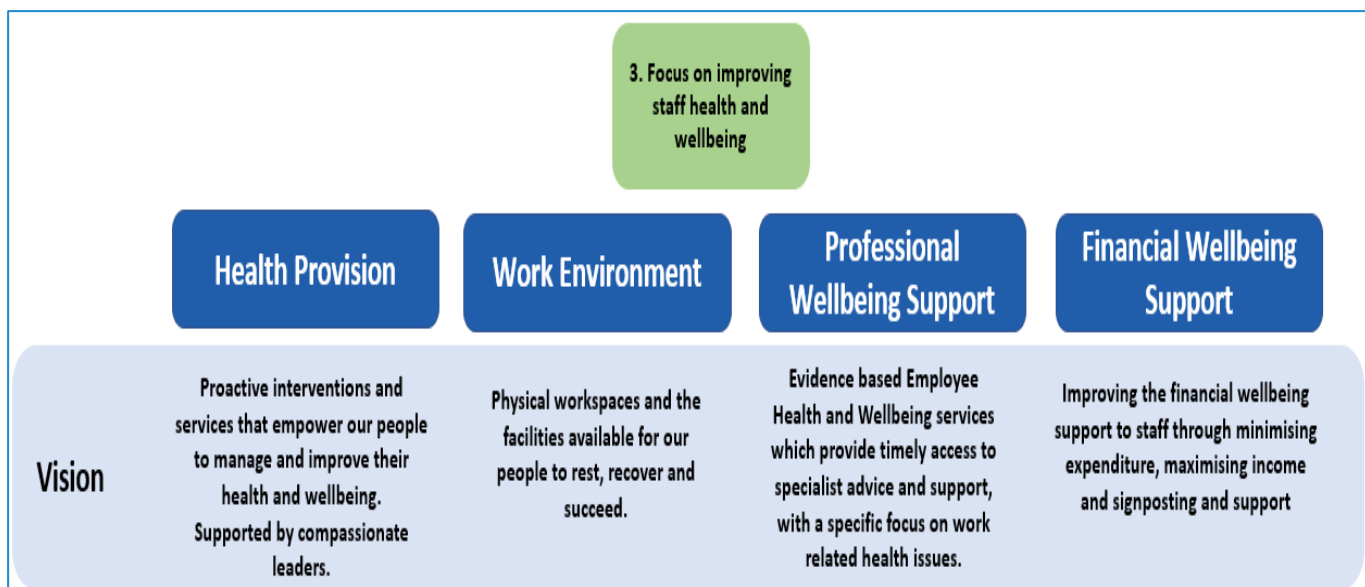


Figure 8: Health inequalities at plan priority three

4.5.27 MFT is a large employer, with more than 28,000 staff, and therefore the health and wellbeing of its staff and their families can have a large impact on the Manchester population at large. The Trust has been developing a new health and wellbeing strategy which includes, but is not limited to, the four areas of focus outlined above, and acknowledges that some of the Trust’s staff may be experiencing poorer health than others.

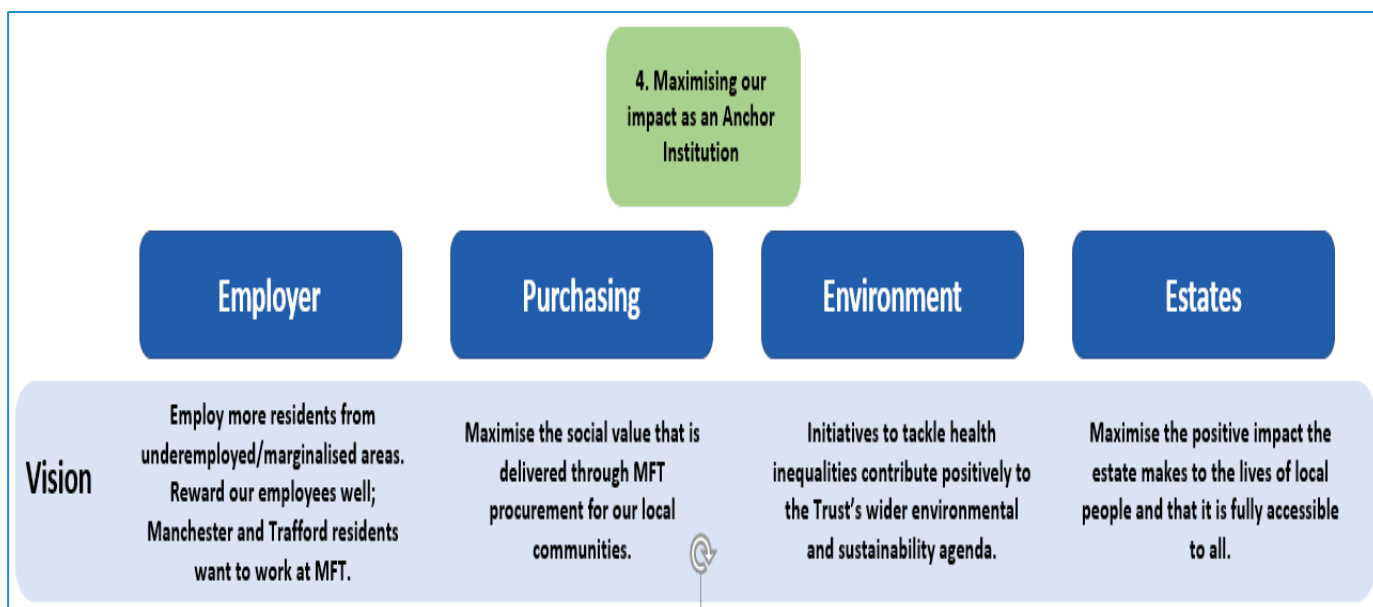


Figure 9: Health inequalities at plan priority four

4.5.28 MFT is an anchor organisation and already delivers a significant amount of social value to the communities it serves both as an employer, through the money it spends on goods and services within the region, through its carbon reduction and other green initiatives and through its capital investments.

4.5.29 A working group has been formed to bring together the work that MFT is progressing as an anchor and to support identification of opportunities to

develop this further, working with infrastructure at GM and as part of MMF.

4.5.30 Potential opportunities include expansion of employment opportunities to under-employed communities, particularly those close to hospital sites, delivering further social value through our procurement contracts and monitoring how that has been delivered, and leveraging our capital investment projects, particularly in North, to deliver social value for local residents.

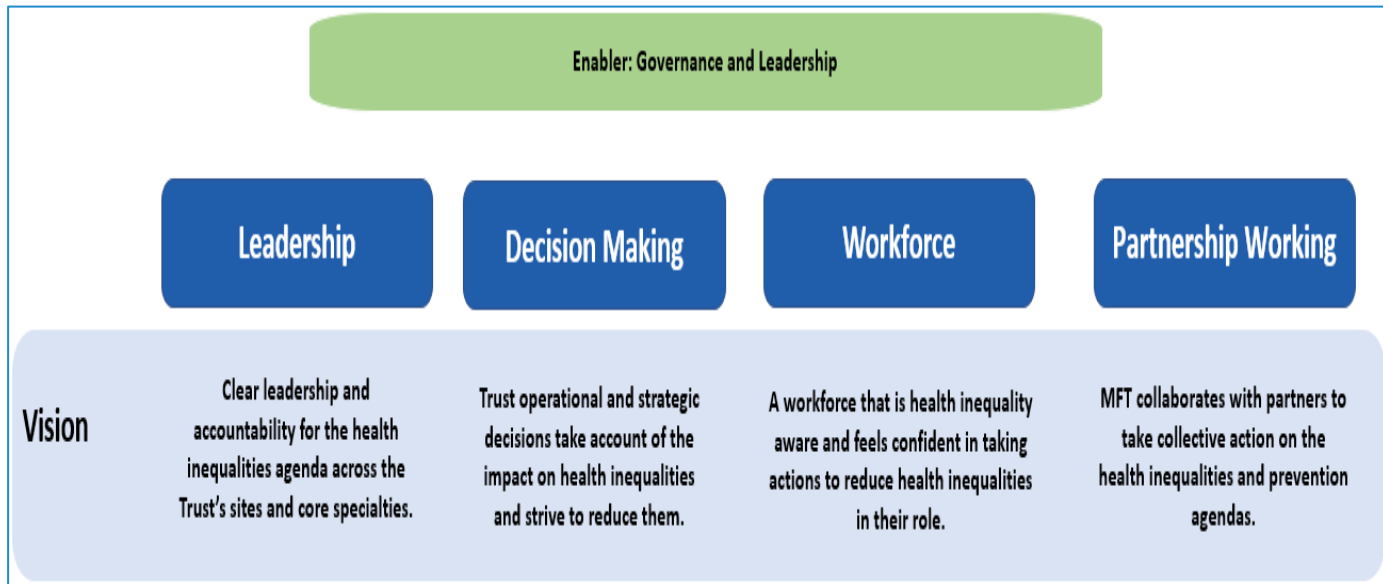


Figure 10: Health inequalities at plan Enabler: Governance and Leadership

4.5.31 Much of the plan details actions to be taken centrally at MFT group level. It is expected that over the next 12 months, hospital site level actions to reduce health inequalities form a key part of site's annual plans.

4.5.32 Wider workforce awareness of health inequalities and action which front line teams can take in their roles will be critical to tackling health inequalities in service delivery.

4.5.33 Next Steps for MFT's Health Inequalities Programme

4.5.34 MFT has begun the process of recruiting a Consultant in Public Health to lead on the delivery of this work to tackle health inequalities; this is a jointly funded post between MFT, Manchester and Trafford councils. Priorities for 23/24 to support delivery of the plan include:

- A focus on reducing non-attendance of appointments for those groups with the highest non-attendance rates.
- Understanding and acting on inequalities within the bowel cancer and diabetes pathways.
- Urgent care needs assessment to better understand inequalities in urgent care use to inform Manchester and Trafford's urgent care strategy.
- Improving insights from data through further development of the health inequalities dashboard.

- Expanding widening access recruitment opportunities across the Trust.
- Progressing work to develop workforce awareness and understanding of health inequalities.

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6. Next Steps for MMF Action Plan

6.1 The next steps for the programme will be to:

- Develop a detailed communications plan that is aligned with the programme plan milestones
- Refresh the Age Friendly Manchester strategy as the delivery mechanism for Making Manchester Fairer for older people
- Establish an Anti-Poverty Insight Group
- Develop and implement more detailed plans to have the voice of lived experience integrated and implemented within the programme governance
- Develop a workforce engagement plan and coherent workforce development plan for MCC and partners
- Commence implementation of endorsed Kickstarter schemes

13. Recommendation

13.1 The Board is asked to note progress made in implementing the Making Manchester Fairer Action Plan, the incorporation of the Anti-Poverty Strategy within the programme and the work that is taking place across partner organisations to integrate the Making Manchester approach and principles system wide.