

Strategic Integration across Community and Elective Care Specialities and Organisations



Trio lead

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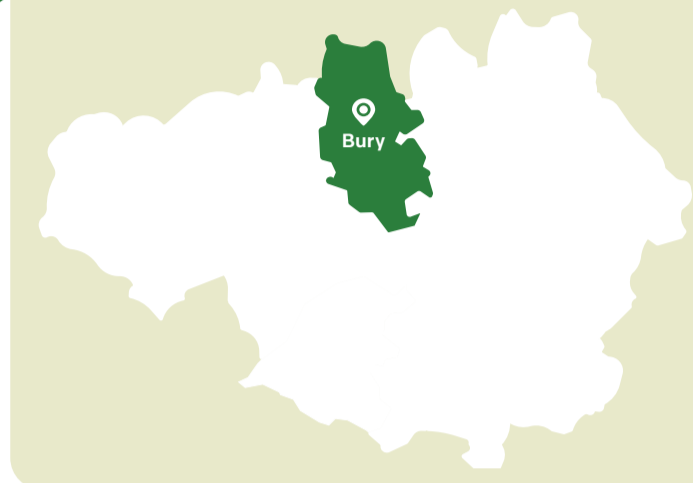
NHS GREATER MANCHESTER INTEGRATED CARE PARTNERSHIP

Trio members

Catherine Tickle

Sanjay Kotegaokar

Nina Parekh



Start **Motivated** **Challenged** **Frustrated**

Our starting point

The experiment seeks to reduce disparity, duplication, and streamline service pathways by combining two boards. The £30 million Bury Community contract will devolve to the Locality in April 2025. The Four Localities Partnership aims to improve service provision, reduce costs, and address inequalities through strategic planning and transformation across the Bury system.

Prevention

System barriers

Leadership exercised primarily within organisations and job descriptions

Purpose and outcomes defined primarily within services against national KPIs

Power, resources and decision-making concentrated in statutory services

Formal governance primarily accountable to national government rather than local people

Our system shifting trio

Bringing together a GP, Community Director, and Programme Manager allows collaboration across Primary Care, Community, and Commissioning/Transformation. This leadership combination disrupts current methods of planning, design, transformation, and delivery for improved pathways.



NHS



Lightbulb moments

Initially, the plan was to engage senior staff to lead the programme, but while verbal buy-in was given, attendance and priority at the first meeting showed lack of capacity to prioritise commitment. I learned that people manage situations differently, and the wider system needs consideration. People often avoid challenging others, preferring to placate. This taught me the impact of actions on relationships.

- 1) Managing boundaries isn't just organizational; it's personal too.
- 2) While there's willingness to change, organizational demands hinder progress.

One of the key lightbulb moments was appreciating that small shifts will ultimately drive bigger changes - and it's important to remain motivated.

Our biggest challenges

The biggest challenge is bringing the right people together with competing priorities. Finding head space for meaningful discussions and innovation is difficult. Money flow and targets hinder change, but shared funding, accountability, and ownership can drive progress and collaboration.

Our insights and breakthrough

- Reflective practice and conversations with other Trio leads have been insightful.
- Mentorship has empowered continued progress, preventing demoralisation.
- Increased collaboration between public and private services offers diverse perspectives, enabling new approaches, options, and techniques within change programmes.

Next Steps

- Two board meetings held, with monthly meetings moving forward.
- Pre-planning meetings with Trio leads for continued leadership.
- Board to be clinically led.
- FLP to collaborate on community contract management.
- NCA Community service reviews recommendations to be collectively taken forward.

Now

Excited

Patient

Determined

Small shifts will drive bigger changes



A strategic partnership between Innovation Unit and Greater Manchester Combined Authority

