

**JOINT STRATEGIC COMMISSIONING BOARD**  
**Healthy Wirral Strategic Plan Update**

| <b>Risk Please indicate</b>       | <b>High N</b>  | <b>Medium Y</b> | <b>Low N</b> |
|-----------------------------------|--|-----------------|--------------|
| <b>Detail of Risk Description</b> | <p>The delivery of the <i>Healthy Wirral</i> programme has risks associated with acting as one, service sustainability, political challenges and programme delivery. The <i>Healthy Wirral</i> Partners Board has developed a Board Assurance Framework that identifies the risks to the delivery of the strategic programme aims and how these will be mitigated. The most significant risks are a further deterioration of the financial position of the Wirral health and care economy and of associated clinical and performance standards. These can only be mitigated by the adoption of an “acting as one” approach to sustainability planning.</p> |                 |              |

|  |          |
|--|----------|
| <b>Engagement taken place</b>  | <b>Y</b> |
| <b>Public involvement taken place</b>  | <b>N</b> |
| <b>Equality Analysis/Impact Assessment completed</b>   | <b>N</b> |
| <b>Quality Impact Assessment</b>   | <b>N</b> |
| <b>Strategic Themes</b>  |          |
| To empower the people of Wirral to improve their physical, mental health and general wellbeing   | <b>Y</b> |
| To reduce health inequalities across Wirral  | <b>Y</b> |
| To adopt a health and wellbeing approach in the way services are both commissioned and provided  | <b>Y</b> |
| <p>To commission and contract for services that:</p> <ul style="list-style-type: none"> <li>• Demonstrate improved person-centred outcomes</li> <li>• Are high quality and seamless for the patient</li> <li>• Are safe and sustainable</li> <li>• Are evidenced based</li> <li>• Demonstrate value for money</li> </ul> | <b>Y</b> |
| To be known as one of the leading organisations in the Country   | <b>Y</b> |
| Provide systems leadership in shaping the Wirral Health and Social Care system so as to be fit for purpose both now and in five years’ time.   | <b>Y</b> |

## JOINT STRATEGIC COMMISSIONING BOARD

(Committee in Common)

|                      |   |
|----------------------|---|
| <b>Meeting Date:</b> | <b>2<sup>nd</sup> April 2019</b>  |
| <b>Report Title:</b> | <b>Healthy Wirral Strategic Plan Update</b>   |
| <b>Lead Officer:</b> | <b>Simon Banks, Chief Officer, Wirral Health and Care Commissioning and Senior Responsible Officer, <i>Healthy Wirral</i></b> |

### INTRODUCTION / REPORT SUMMARY

This matter affects all Wards within the Borough and supports the delivery of both Wirral 20/20 pledges in relation to Health and Wellbeing, and the delivery of Health and Wellbeing ambitions within 'Wirral Together'.

In common with all health and care systems across Cheshire and Merseyside, Wirral is expected to establish and implement its plans to achieve the best possible health and wellbeing outcomes for its population within the funding available to the system. The '*Healthy Wirral*' programme is seen as the prime system-wide programme to deliver sustainable and affordable long-term changes to the way that the health and wellbeing of the Wirral Population is supported.

The *Healthy Wirral* Programme has identified a mission of '*Better health and wellbeing in Wirral by working together*' with the clearly stated aim to enable all people in Wirral to live longer and healthier lives by taking simple steps to improve their own health and wellbeing. By achieving this together we can provide the very best health and social care services when people really need them, as close to home as possible. Delivering this aim requires the Wirral partners to rise to four key challenges:

- **Acting as One** - exemplified in actions and behaviours.
- **Clinical sustainability** - sustainable, high quality, appropriately staffed, organisationally agnostic services.
- **Improving population health** - delivering the *Healthy Wirral* outcomes around better care and better health using a place-based approach.
- **Financial sustainability** - managing with our allocation, taking cost out, avoiding costs, delivering efficiency and better value.

This paper outlines the key actions that have been undertaken to date and the proposed next steps to progress the *Healthy Wirral* Programme.

### RECOMMENDATIONS

The Joint Strategic Commissioning Board is asked to note the contents of this report.

## SUPPORTING INFORMATION

### 1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The purpose of the report is to inform the Joint Strategic Commissioning Board (JSCB), no further action by the JSCB is required except to note the report.

### 2.0 OTHER OPTIONS CONSIDERED

- 2.1 The *Healthy Wirral* Programme represents a system wide approach to the commissioning and delivery of health and care transformation on Wirral in order to achieve clinically and financially sustainable place-based care. As such there is no alternative option to consider for the system.

### 3.0 BACKGROUND INFORMATION

The *Healthy Wirral* programme progress against key objectives is reported to the *Healthy Wirral* Partners Board on a monthly basis.

#### 3.1 System Operating Plan for Wirral

Following the agreement of the 5-year settlement for the NHS and the development of the NHS Long Term Plan, guidance has been provided to clarify the expectations of all integrated care systems to produce organisational level and coherent system level operational plans for 2019-20. This year is identified as a foundation year to lay out the groundwork for implementation of the Long Term Plan and the up-front funding for providers is given with the requirement that each NHS organisation delivers its agreed financial position. The production of operating plans for 2019/20 will support the development of a broader 5-year strategic system plan. In addition to delivering the requirements of the NHS Long Term Plan, *Healthy Wirral* partners have recognised this as an opportunity to set out our ambitions for place based population health and care and align this with Wirral system planning including the Wirral 2030 plan.

##### 3.1.1 Operating Plan for 2019/20

As an outcome of a *Healthy Wirral* system event in November 2018 and subsequent discussions, partners have committed to a joint approach to the completion of a Wirral System Operating Plan. Following the publication of full guidance by NHS England in January, system partners, led by the *Healthy Wirral* have worked to deliver the expected milestones, and submitted a draft system operating plan on 12<sup>th</sup> February 2019. The final plan is due to be submitted to the Cheshire and Merseyside Health and Care Partnership by 4<sup>th</sup> April 2019. Key to this plan will be alignment with system partner operational plans particularly in respect of strategic intent and priorities, financial and activity assumptions.

The *Healthy Wirral* Partners Board will have oversight of the delivery of the plan and will be expected to review the draft plan and approve the final version.

### 3.1.2 5 Year Strategic Plan

The 2019/20 Operating Plan described above will provide the basis for system discussions and activity to establish and agree a *Healthy Wirral* 5-year Strategic Plan. It is expected that a draft plan will be completed in July 2019 in preparation for submission in the autumn of 2019. A programme of activity for system partners will be established to ensure system engagement and input into the plan.

### 3.2 *Healthy Wirral* Programme Governance and Infrastructure

Following discussions with the *Healthy Wirral* Chair and Senior Responsible Officer (SRO) and with key system partners a review of the current *Healthy Wirral* governance structures has been undertaken. It was recognised that whilst the current structures and processes have effectively supported the development of system wide support for the agreed programme there was a need to undertake a critical appraisal of governance to ensure that it meets our future planning and delivery needs, namely:

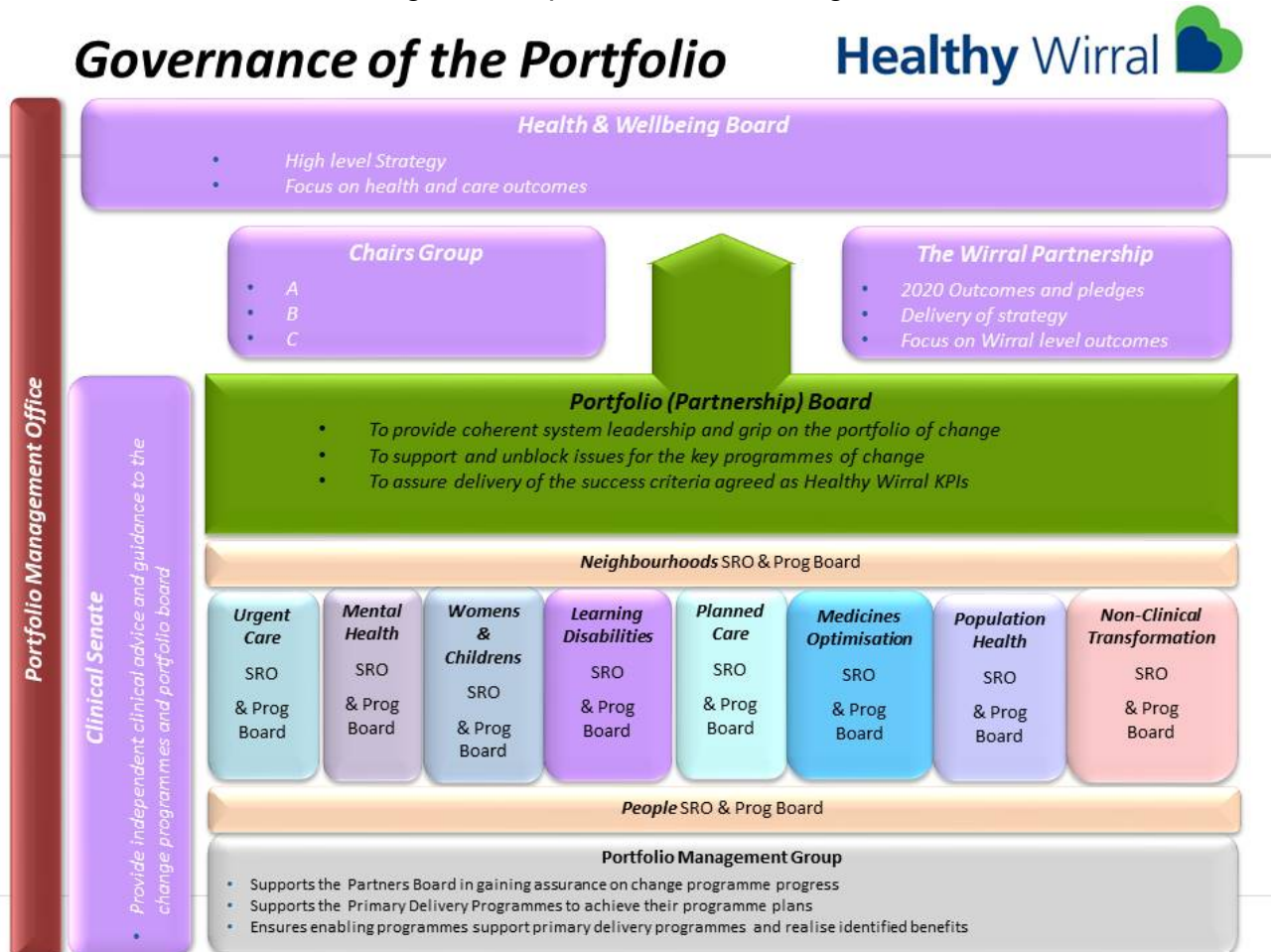
- Ensuring that the overall programme is aligned to local and national strategic intent around place based health and care systems
- Ensuring that there is robust and effective scrutiny and oversight of the key programmes and assurance that they are delivering the expected better health, better care and better value benefits.
- Establishing governance processes that are simple to navigate, avoid duplication of effort and ensure system partner accountability.

#### 3.2.1 Programme Governance

The amendments to the governance structure aim to establish a reporting structure that is simpler to navigate, establishes clear programme and senior executive accountability to the *Healthy Wirral* Partners Board for the delivery of programme plan objectives, and ensures that the board are more clearly sighted on progress and programme barriers. The key changes are summarised below:

- Primary system programmes are directly accountable to the partners board which assumes a clear portfolio programme board function. This will require an extension to the board role and time commitment estimated at one half day per month to achieve this
- Each primary programme is mandated to establish a clear programme delivery group, chaired by an executive system lead who is accountable to the board for the progress of the individual programme, and ensures that regular highlight reports are established and the overall programme dashboard is maintained for their portfolio highlighting progress and project risks/ issues in delivering the defined programme benefits
- The scope and primacy of key programmes is amended to reflect their fundamental role in delivering a sustainable place-based system plan. This is covered in more detail in 3.3.2.

- The formal governance stages currently undertaken by the *Healthy Wirral* Executive Delivery Group (HWEDG) and *Healthy Wirral* Operational Delivery Group (HWODG) are discontinued. This will help create system capacity to provide more focused support for the portfolio of programmes referred to in the diagram below as the Portfolio Management Group.
- These changes are represented in the diagram below:



### 3.2.2 Programme Infrastructure

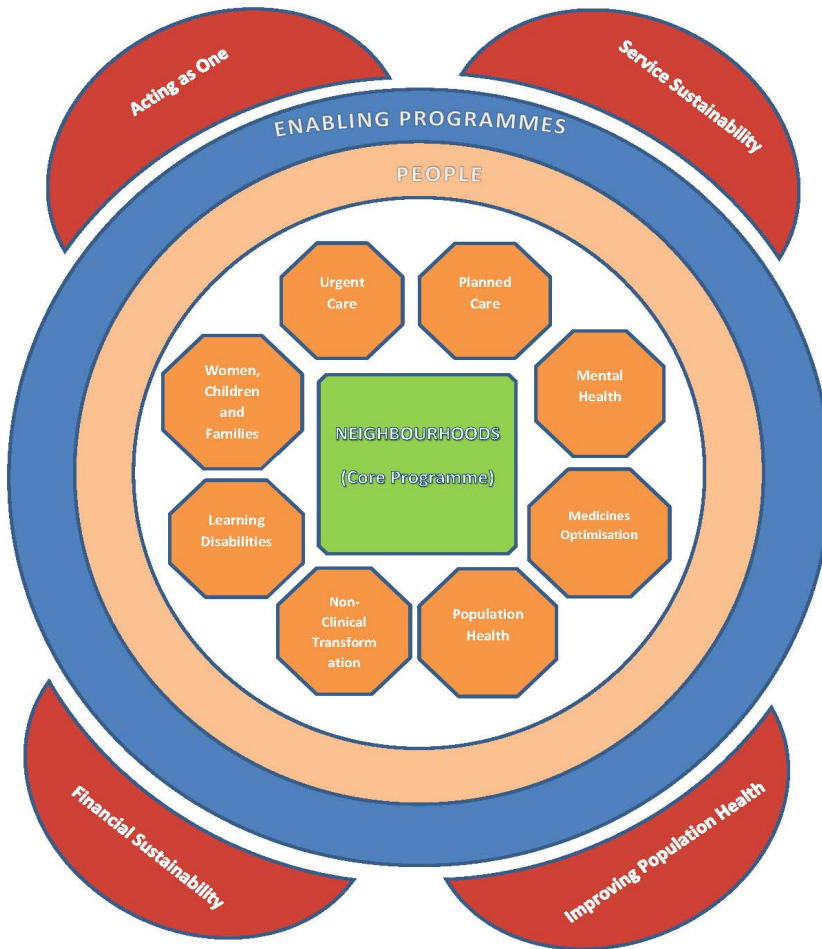
The critical review of the range and scope of work streams within the overall *Healthy Wirral* programme has recommended the following changes:

- The fundamental component of a place based health and care system on Wirral has been agreed to be the development of Neighbourhoods/ Primary Care Networks. As such this is core to the *Healthy Wirral* model and system focus needs to remain on the establishment and growth of neighbourhoods. The primary delivery work streams will be expected to articulate how their programme priorities and outcomes will support this and be delivered through the agency of neighbourhoods.



- A number of programmes previously identified as ‘enabling’ have been shown to either be fundamental to the establishment of ‘place’ on Wirral, or to have the potential to deliver tangible and measurable system benefits. These include the following:
  - People and Workforce Development which is fundamental to the future place based workforce requirements.
  - Medicines Optimisation which has identified significant financial and non-financial benefits
  - Population Health encompasses the primary effort required to build and use our population intelligence to understand and design approaches to improve population health. It also encompasses key public health approaches to influence lifestyle and wellbeing improvement, including social prescribing
- In delivering system sustainability it has been recognised that a number of key work programmes deliver non-clinical or infrastructural change, for example back office rationalisation or shared services, and as such should be recognised as a primary programme.
- A number of the enabling work streams relate to digital development and the use of technology. It is suggested that further work is undertaken to establish a digital strategy for Wirral and identify how these programmes could be combined to support the delivery of this strategy.
- The four ‘information and shaping’ programmes are arguably either contextual to the wider *Healthy Wirral* programme rather than specifically dependent work streams, for example ‘Wirral Together’, or form part of the core business and quality approaches for the programme. It is therefore proposed that these are not identified as specific work streams.

These changes are summarised in the diagram below:



### 3.3 Programme Support and Rigour

In order that system leaders are ensuring that the overall programme is aligned to local and national strategic intent around place-based health and care systems there is a clear need for the system to have sufficient shared infrastructure to effectively manage local and external expectations and requirements. This has led to the proposal for the development of a *Healthy Wirral* Portfolio Management and Delivery team to incorporate named leads for each programme area drawn from the system to support the delivery of the programme, including finance, business intelligence, Programme Management Office (PMO), Information Technology (IT) and where necessary HR. This will ensure effective delivery at pace for all core programmes. This is also a key step towards development of a broader range of shared services and could expand to other functions such as Medicines Optimisation.

### **3.4 Neighbourhood Development**

Work is continuing to establish the Neighbourhood teams supported by the Neighbourhood Transformation manager to ensure that a resilient approach is adopted. The Neighbourhood Co-ordinator GPs leadership has been fundamental in supporting this work alongside system partners. Key developments in this period are outlined below:

#### **3.4.1 Target Operating Model**

Design and development work on the neighbourhood multi-disciplinary team (MDT) is continuing, and additional programme support is being deployed from our phase 1 transformation fund to increase pace on this work. An outline target operating model has been developed in partnership with key system partners including primary and community care, commissioners and 3<sup>rd</sup> sector colleagues and will establish the operating principles common to all neighbourhood teams. System partners are responding to this with detailed plans as to how their teams will operate within the multi-disciplinary team.

Work is underway with primary care colleagues to understand how the proposals set out in the new GP contract including the direct enhanced services for primary care networks will align with the neighbourhoods to ensure this builds on the good work already established.

#### **3.4.2 Neighbourhood Summit**

A Neighbourhood Summit took place on 22<sup>nd</sup> February 2019 to share current developments within commissioning, provision and community development on Wirral and how these could link with the overall neighbourhood vision and development. This event was well attended by key partners from across the Wirral Health and Care system.

#### **3.4.3 3<sup>rd</sup> Sector Pilots**

Working alongside Age UK Wirral a Personal Independence Co-ordinator model has been piloted within a number of primary care settings. This aims to provide pro-active risk stratification of patient data and targeted engagement with those patients who would most benefit from the holistic support of a Personal Independence Co-ordinator (PIC), who undertakes a detailed guided conversation with individuals and develops a personal action plan addressing all of an individual's nonclinical / social needs.

This model has been trialed through a focus on identification of frail patients risk stratified as being in the last 12-18 months of life, having the highest number of appointments in the last 12 months at their GP Surgery or presenting the most number of times at Accident and Emergency in the last 12 months.



Early data from a small cohort of patients have shown significant social outcomes, including increased integration between the 3<sup>rd</sup> sector and primary care, improved social support, increased resilience and self-care and increased income. Some significant system outcomes would indicate a comparative reduction in GP appointments following the intervention of a PIC worker and a reduction in unplanned, non-elective admissions for the cohort of people.

#### **3.4.4 Organisational Development**

The system lead for the People and Workforce Development programme delivery has commenced in role and has successfully recruited HR technical support, with OD support to follow, supporting both Wirral and West Cheshire place programmes. Work will shortly commence with Wirral neighbourhoods to undertake a capability gap analysis using the 'Aligning Capability' model which will support the development of a clear People and Workforce plan for neighbourhoods and a comprehensive system wide strategy and People plan for the delivery of place based care at a neighbourhood level across Wirral and Cheshire West.

Work has continued to implement a leadership programme for neighbourhoods, supported by the North West Leadership Academy. Both Wirral and Cheshire West will be working as partners alongside the organisation North West Employers to design and deliver the programme which will commence in spring 2019 with a diagnostic and team building event to support neighbourhood leaders in identifying their leadership issues and needs.

### **3.5 Specific Programme Progress**

#### **3.5.1 Right Care**

As part of the 'Planned Care' primary programme the work stream team are engaging with the NHS Right Care local delivery partner. Data packs can be tailored to all the key work streams and can provide both strategic, high level comparisons, but also, very detailed local (e.g. practice by practice) comparisons that identify variation. Also, the currencies used are not restricted to finance, but can focus on avoidable mortality and morbidity and on reducing unnecessary acute bed days. The immediate focus with Right Care will be on Respiratory, CVD and Gastroenterology as these areas align fully with both commissioning and Healthy Wirral plan priorities.

### 3.5.2 Population Health Intelligence and Wirral Care Record

Work has continued to progress in the development of population health intelligence to support our place based system. A workshop was held earlier in the year to bring wider system partners together to start to identify the bigger 'system questions' that population health intelligence should support. A skills audit of all business intelligence provision across Wirral has been undertaken, and system partners are reviewing this to look at how intelligence support can be better integrated across the system. An analytics subgroup of system business intelligence leads has been established to support this work and develop integration at all levels.

In support of the management of frailty at neighbourhood level a real time Frailty Dashboard has been developed. This is now live and communication has been sent to all Wirral GP Practices. Work is continuing to develop further neighbourhood analytics for inclusion in this Dashboard.

### 3.6 Working with Cheshire and Merseyside Health and Care Partnership

The Cheshire and Merseyside Health and Care Partnership (C&M HCP) has identified a vision of improving the health and wellbeing of the 2.6 million population of Cheshire and Merseyside and creating a strong, safe and sustainable health and care system that is fit for the future. Through their business plan to deliver this vision C&M HCP have identified three key priorities for 2018-19 which are:

- Delivering care more efficiently
- Improving the quality of care
- Improving the health and care of the population

The key vehicles identified for the delivery of these priorities are place based care at a local system level and improving population health management.

The *Healthy Wirral* Programme has been designed primarily to deliver the required changes identified by and needed for Wirral, but this dovetails fully with the ambitions of this wider partnership, which provides support and positive challenge to the system.

The *Healthy Wirral* team are continuing to work in close partnership with C&M HCP to support both Wirral and wider system delivery of 'place'. Early drafts of a 'Plan on a Page' summarising our Place development vision, deliverables and outcomes has been used to support the development of an approach for the whole system in Cheshire and Merseyside.

## 4.0 FINANCIAL IMPLICATIONS

4.1 The Wirral Health and Care system continues to face significant challenges to achieve financial recovery and sustainability. The summary projected financial position as of February 2019 is provided below:

| I&E Performance (Incl. STF)<br>Surplus / (Deficit) | I&E Performance to date |                 |                | I&E Forecast                    |                                 |                              |                                 |                              |                                 |                              |
|--|-------------------------|-----------------|----------------|---------------------------------|---------------------------------|------------------------------|---------------------------------|------------------------------|---------------------------------|------------------------------|
|  | Plan                    | Actual          | Variance       | Plan                            | Likely                          | Likely                       | Best                            | Best                         | Worse                           | Worst                        |
|  | £,000                   | £,000           | £,000          | Surplus /<br>(Deficit)<br>£,000 | Surplus /<br>(Deficit)<br>£,000 | Variance to<br>Plan<br>£,000 | Surplus /<br>(Deficit)<br>£,000 | Variance to<br>Plan<br>£,000 | Surplus /<br>(Deficit)<br>£,001 | Variance to<br>Plan<br>£,002 |
| CWP  | 124                     | 155             | 31             | 254                             | 254                             | 0                            | 254                             | 0                            | 198                             | (56)                         |
| Wirral Community                                   | 1,743                   | 1,754           | 11             | 1,993                           | 1,993                           | 0                            | 2,393                           | 400                          | (1,440)                         | (3,433)                      |
| WUTH   | (21,668)                | (26,603)        | (4,935)        | (25,042)                        | (30,555)                        | (5,513)                      | (30,555)                        | (5,513)                      | (32,291)                        | (7,249)                      |
| Wirral CCG   | 1,092                   | (2,004)         | (3,096)        | 2,000                           | (3,000)                         | (5,000)                      | (2,229)                         | (4,229)                      | (7,948)                         | (9,948)                      |
| Contract mis-alignment & Risks                     |                         |                 | 0              | 0                               | (2,000)                         | (2,000)                      |                                 | 0                            |                                 | 0                            |
| Wirral LA  | 0                       | 0               | 0              | 0                               | 0                               | 0                            | 0                               | 0                            | 0                               | 0                            |
| <b>Total</b>                                       | <b>(18,709)</b>         | <b>(26,698)</b> | <b>(7,989)</b> | <b>(20,795)</b>                 | <b>(33,308)</b>                 | <b>(12,513)</b>              | <b>(30,137)</b>                 | <b>(9,342)</b>               | <b>(41,481)</b>                 | <b>(20,686)</b>              |
| Previous period                                    |                         |                 | (7,331)        |                                 |                                 |                              |                                 |                              |                                 |                              |
| Movement on prev period                            |                         |                 | (658)          |                                 |                                 |                              |                                 |                              |                                 |                              |

The table above shows an adverse movement from December of £0.7m and is now £8m off plan to January 2019. The key areas to note are as follows:

- Wirral University Teaching Hospitals NHS Foundation Trust (WUTH) (£4,935k adverse variance)**  
 This contract is showing a Year To Date (YTD) underperformance of c£2.0m (this is inclusive of contractual penalties applied of c£8.5m). The main areas of underperformance are elective activity. Emergency activity has been strong throughout the year supported by a more complex case-mix. The forecast position included an expectation that this would continue throughout the Winter period. This has not materialised and coincides with the opening of the “step-down” facility. Year to date under performance in specialist neonatal activity, and elective activity with other associate CCGs have also impacted.
- NHS Wirral Clinical Commissioning Group (£3,096 adverse variance)**  
 This variance largely relates to underperformance of the Quality Innovation Productivity and Prevention (QIPP) plan with slippage against a number of schemes, mainly Frailty, Commissioned Out of Hospital packages of Care and Prescribing. There has also been significant overspending (£5.2m) within Commissioned out-of-Hospital packages of Care which is also contributing to this adverse variance. Although there is a high risk of QIPP non delivery a number of mitigations are being considered and progressed with a view to recover this position to the forecast £3m deficit at year end.

- 4.2 The *Healthy Wirral* programme recognises and supports the aspiration to live within our means as a system and the aim to maximise the value of the Wirral pound, by ensuring that this is invested in place-based care that will deliver evidenced based, quantifiable quality outcomes for the population of the Wirral. A key outcome of the current programme will be the development of a whole system plan to achieve system financial sustainability, through service transformation and the delivery of system wide QIPP and Cost Improvement Programme (CIP) approaches.

## **5.0 LEGAL IMPLICATIONS**

- 5.1 The *Healthy Wirral* programme will be delivered within the statutory and legal frameworks set for health and care in England.

## **6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS**

- 6.1 These are being considered within the *Healthy Wirral* programme and provided by the participant organisations.

## **7.0 RELEVANT RISKS**

- 7.2 The *Healthy Wirral* Partners Board has developed a Board Assurance Framework that will identify the principles risks to the delivery of the strategic programme aims and how these will be mitigated. The most significant risks are a further deterioration of the financial position of the Wirral health and care economy and of associated clinical and performance standards. These can only be mitigated by the adoption of an “acting as one” approach to sustainability planning.

## **8.0 ENGAGEMENT/CONSULTATION**

- 8.2 Engagement and consultation will take place as the programme progresses at all stages. Communications and Engagement is identified as a key enabling work stream for the programme and a communications and engagement strategy is being developed.

## **9.0 EQUALITY IMPLICATIONS**

- 9.1 The *Healthy Wirral* programme will give due regard to the need to eliminate discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people and who share a protected characteristic (as cited under the Equality Act 2010) and those who do not share it. The *Healthy Wirral* programme will also give regard to the need to reduce inequalities between patients in access to, and outcomes from health and care services and to ensure services are provided in an integrated way where this might reduce health inequalities. Moreover the *Healthy Wirral* programme comprises a wide range of delivery projects and the governance structures in place for the programme require the work streams to individually review their equality, quality and privacy impact assessments.

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## APPENDICES

### BACKGROUND PAPERS

### HISTORY

| Meeting | Date |
|---------|------|
|         |      |
|         |      |
|         |      |