

JOINT STRATEGIC COMMISSIONING BOARD
Refreshing our Strategic Aims

| Risk Please indicate | High N | Medium N | Low Y |
|-----------------------------------|---|-----------------|--------------|
| Detail of Risk Description | There is a reputational risk if the revised strategic aims are not adopted as the commissioner of the health and care system will not be seen to be fully aligned with the Wirral 2020 pledges and the <i>Healthy Wirral</i> programme and be in an effective position to provide leadership to the wider system. | | |

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

JOINT STRATEGIC COMMISSIONING BOARD
(Committee in Common)

| | |
|----------------------|--|
| Meeting Date: | 10th September 2019 |
| Report Title: | Refreshing our Strategic Aims |
| Lead Officer: | Simon Banks, Chief Officer, Wirral Health and Care Commissioning and NHS Wirral CCG |

INTRODUCTION / REPORT SUMMARY

The Joint Strategic Commissioning Board (JSCB), which is a Committee in Common of Wirral Council and NHS Wirral Clinical Commissioning Group (CCG), has been meeting since May 2018. The JSCB is supported by Wirral Health and Care Commissioning (WHCC), which is a strategic partnership between the Council and the CCG.

At the meeting of the JSCB on 28th May 2019 it was agreed that the strategic aims of the partnership and the Board needed to be updated to reflect changes in our strategic and operating environment. Work has been undertaken within WHCC to develop a shared purpose, mission, vision and aims. These have been aligned to the *Healthy Wirral* system transformation programme and the Wirral 2020 pledges. It was agreed that a workshop would be held with elected members to review the proposed strategic aims.

This matter affects all Wards within the Borough.

RECOMMENDATIONS

It is recommended that the JSCB adopts the revised strategic aims set out in this report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Joint Strategic Commissioning Board (JSCB), which is a Committee in Common of Wirral Council and NHS Wirral Clinical Commissioning Group (CCG), has been meeting for just over a year. The JSCB is supported by Wirral Health and Care Commissioning (WHCC), which is a strategic partnership between the Council and the CCG.
- 1.2 At the meeting of the JSCB on 28th May 2019 it was agreed that the strategic aims of the partnership and the Board needed to be updated to reflect changes in our strategic and operating environment. Work has been undertaken within WHCC to develop a shared purpose, mission, vision and aims. These have been aligned to the *Healthy Wirral* system transformation programme and the Wirral 2020 pledges. It was agreed that a workshop would be held with elected members to review the proposed strategic aims.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Consideration has been given to retaining the strategic themes as initially adopted but this would not reflect the changed environment in which the Joint Strategic Commissioning Board and Wirral Health and Care Commissioning are operating given the system wide progress made with *Healthy Wirral*.

3.0 BACKGROUND INFORMATION

- 3.1 Work has been undertaken within WHCC to develop a shared purpose, mission, vision and aims. This work took into account the changing role of commissioning within the health and care sector and the shared approach to system wide change that has been developed through *Healthy Wirral*.

- 3.2 The shared purpose of WHCC has been articulated as follows:

Everything we do will shape and enable the creation of a sustainable health and care system that makes a positive difference to people's lives. We will do this by providing leadership, including connection and energy.

- 3.3 The mission of WHCC is to deliver:

Better health and wellbeing in Wirral by working together.

3.4 Through the work of WHCC, our vision is:

To enable all people in Wirral to live longer and healthier lives by taking simple steps of their own to improve their 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.

3.5 From the work on purpose, mission and vision we have developed the following strategic aims. These aims align with the *Healthy Wirral* programme. The five strategic aims are:

- Acting as One - working collaboratively with all partners and exemplifying this in all our actions and behaviours.
- Improving Population Health – delivering the *Healthy Wirral* outcomes around better care and better health using a place based approach.
- Service Sustainability – ensuring sustainable, high quality, appropriately staffed services that work across organisations in our health and care system.
- Financial Sustainability – managing within our allocation, delivering efficiency and better value.
- Effective Engagement - working with our public and patients to promote self-care and to involve them in all decisions made about them.

3.6 These strategic aims were tested and reviewed at a workshop on 11th July 2019 with the following elected members:

- Councillor Kate Cannon
- Councillor Chris Carubia
- Councillor Wendy Clements
- Councillor Phil Gilchrist
- Councillor Anita Leech
- Councillor Moira McLaughlin
- Councillor Yvonne Nolan
- Councillor Thomas Usher

3.7 Each of the strategic aims in 3.5 above were reviewed based on the following questions:

- Do our strategic aims take us towards delivery of our vision?
- Do we understand and own them?
- Can we explain them in public?
- Can they be improved?

The specific comments from the workshop can be found in Appendix 1. Overall it was agreed that the strategic aims were appropriate but could be simpler in terms of the language used.

3.8 Based upon the comments received from the workshop on 11th July 2019 it is proposed that the JSCB adopts the following strategic aims:

- ***Working as One, Acting as One*** – we will work together with all partners for the benefit of the people of Wirral.
- ***Listening to the views of local people*** – we are committed to working with local people to shape the health and care in Wirral.
- ***Improving the health of local communities and people*** – Wirral has many diverse communities and needs, we recognise this diversity and will help people live healthier lives, wherever they live.
- ***Caring for local people in the longer term*** – we will focus on having high quality and safe services with the best staff to support the future as well as the present.
- ***Getting the most out of what we have to spend*** – we will always seek to get the best value out of the money we receive.

4.0 FINANCIAL IMPLICATIONS

4.1 Not applicable to this report.

5.0 LEGAL IMPLICATIONS

5.1 Not applicable to this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 Not applicable to this report.

7.0 RELEVANT RISKS

7.1 There is a reputational risk if the revised strategic aims are not adopted as the commissioner of the health and care system will not be seen to be fully aligned with the Wirral 2020 pledges and the *Healthy Wirral* programme and be in an effective position to provide leadership to the wider system.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 The purpose, mission, vision and aims have already been shared with WHCC staff and are being embedded into organisational and personal development planning and delivery.

9.0 EQUALITY IMPLICATIONS

- 9.1 Throughout the development of this report all parties have:

- given due regard to the need to eliminate discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who share a relevant protected characteristic (as cited under the Equality Act 2010) and those who do not share it; and
- given regard to the need to reduce inequalities between patients in access to, and outcomes from healthcare services and to ensure services are provided in an integrated way where this might reduce health inequalities.

REPORT AUTHOR: **Simon Banks**

*Chief Officer, Wirral Health and Care Commissioning and
NHS Wirral CCG*

telephone: (0151) 651 0011

email: simon.banks1@nhs.net

APPENDICES

Appendix 1 Comments from workshop with elected members, 11th July 2019

BACKGROUND PAPERS

There are no background papers to this report.

HISTORY

| Meeting | Date |
|-------------------------------------|---------------------------|
| Joint Strategic Commissioning Board | 28 th May 2019 |
| | |
| | |

Appendix 1 Comments from workshop with elected members, 11th July 2019

Acting As One – There is a challenge here due to different cultures. Openness and accountability are important. The key test is in how you enact this aim. All partners must relate to all partners, not just the local authority and NHS. Also needs to be addressed in regard to the medical/clinical culture and across the whole workforce. This may be the hardest aim to achieve, has to be a mechanism for resolving conflicts.

Improving Population Health – What are the *Healthy Wirral* outcomes? What is a place based approach? These need a clearer explanation. Is this about allocating resources based on the level of need?

Service Sustainability – May not be helpful using sustainability twice as a heading. Need to understand what is meant by sustainable. Could the word “viable” be used?

Financial Sustainability – To a lay person “efficiency” and “better value” could be interpreted as “not as good a service” or as cuts.

Effective Engagement – People like to be involved, they don’t like being done to. Could we engage service users to present the outcomes of consultations? Need more effective communications with local people. Message needs to be conveyed that more money for the NHS is not about more money for hospitals. Cultural change in terms of promoting/delivering self-care is significant. Can be confusion between policy drivers and what we want to achieve. More than communications, this is about engagement and actually hearing the voice of people who use services as a matter of course. Need to promote the place based approach and understand what is happening in the Primary Care Networks to support Neighbourhoods. Has to be “fit for purpose”. Should this be the second strategic aim?