

JOINT STRATEGIC COMMISSIONING BOARD

Healthy Wirral Programme Update

| Risk Please indicate | High N | Medium Y | Low N |
|-----------------------------------|--|----------|-------|
| Detail of Risk Description | The paper describes progress made in delivering the aims of the <i>Healthy Wirral</i> Programme. Notwithstanding the good progress made in establishing programme structure, governance and oversight the risk level relates to the significant financial challenge the system continues to face | | |

| | |
|---|----------|
| Engagement taken place | N |
| 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 | Y |
| To reduce health inequalities across Wirral | Y |
| 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 | Y |
| To be known as one of the leading organisations in the Country | Y |
| 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: | <i>Healthy Wirral Programme Update</i> |
| Lead Officer: | Simon Banks |

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. Delivering net system benefit
- **Improving population health** – delivering the *Healthy Wirral* outcomes around better care and better health using a place-based approach.
- **Clinical sustainability** –sustainable, high quality, appropriately staffed, delivered across organisational boundaries.
- **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.

RECOMMENDATION/S

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, no further action by the Joint Strategic Commissioning Board 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

2018/19 has been a year of development for the *Healthy Wirral* programme, commencing with a significant re-establishment of the programme; the development of a partners board with an independent chair, the creation of the programme team and the establishment of a comprehensive programme of primary and enabling work streams. A summary of our progress to date in 2018-19 is being captured within a *Healthy Wirral* Place Programme Annual Report, the final draft of which is provided at Appendix 1.

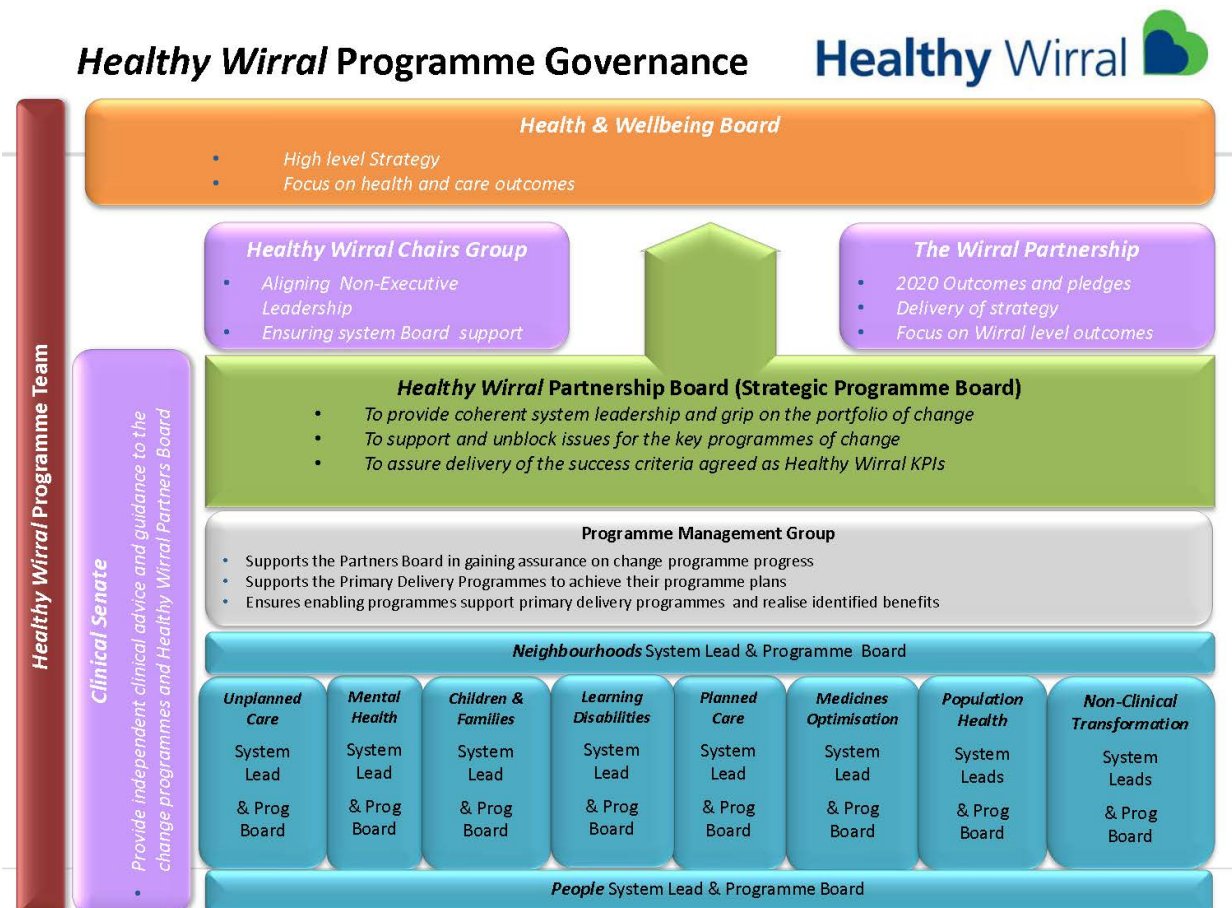
3.1 Revised governance and infrastructure

The *Healthy Wirral* programme progress against key objectives continues to be reported to the *Healthy Wirral* Partners Board on a monthly basis. Following the completion of the review of governance and infrastructure, the *Healthy Wirral* Partners Board has revised its terms of reference with the aim of increasing the rigour of delivery oversight as a Programme Board, with a formal timetable of progress reporting by system leads and executive sponsors.

Additionally, in order to ensure its membership is more reflective of the Place system it operates within, it has been agreed to extend the membership of the board to include the following system partners:

- Clatterbridge Cancer Centre NHS Foundation Trust
- Community Action Wirral
- Healthwatch Wirral
- *Healthy Wirral* Clinical Senate

The final governance structure is represented in the diagram below:



3.2 Developing a *Healthy Wirral* Integrated Care Partnership

Healthy Wirral Partners Board have commenced discussions following the issue of guidance by NHS England/Improvement (NHS E/I) on the journey towards Integrated Care Systems (ICSs) set out in the Long-Term Plan (Appendix 2). Work has also been undertaken to consider the *Healthy Wirral* system development based on the place maturity matrix established by the Cheshire and Merseyside Health and Care Partnership (CM HCP). It was agreed that Wirral, through the *Healthy Wirral* programme, should initiate an approach to move to the natural next stage of development as an Integrated Care Partnership (ICP). Wirral is viewed as being ready to do so by external

partners, specifically by NHS E/I and the CM HCP. It was agreed that a scoping paper setting out how *Healthy Wirral* would evolve into an ICP should be shared with *Healthy Wirral* Partners Board members and further discussion as to the process to adopt to achieve this would be pursued at the August *Healthy Wirral* Partners Board.

The Wirral Integrated Provider Partnership, which was established in 2018 will be changing to become the Wirral Provider Alliance. The Terms of Reference will be amended to reflect this change of name and the expansion of the membership to include non-statutory health and care providers and to identify the group purpose in supporting clinical and service improvement and innovation to support the Healthy Wirral Programme. These changes will actively support the direction of travel toward an ICP for the Wirral system.

3.3 Financial Recovery Plan and 5 Year Strategic Plan

The *Healthy Wirral* System Financial Recovery Plan has been developed by provider Directors of Finance, the *Healthy Wirral* Finance Lead, Wirral Health and Care Commissioning Chief Finance Officer and Turnaround Director. The document was submitted to NHS England and NHS Improvement on 28th June 2019.

On 12th July 2019 NHS England/Improvement (NHS E/I) wrote to all Chief Executives and Directors of Finance in the *Healthy Wirral* system requesting that the Financial Recovery Plan (FRP) be re-submitted. The *Healthy Wirral* Partners Board in July 2019 reaffirmed their commitment to a FRP that identifies £5.5m in mitigating actions that will return performance in 2019/20 to plan with a resultant system deficit of circa £14m at 2019-20 year-end. This is the first year of a five-year plan that will sustainably return the system to financial balance by 2021/22 and subsequently create a surplus by 2023/24.

All Chief Executives and Directors of Finance in the *Healthy Wirral* system attended a meeting with the regional team from NHS E/I on 6th August 2019 to present the revised FRP. It was made clear to all system partners that the expectation is that Wirral is to deliver the control total plan of a £1.1m surplus

and not the risk adjusted and submitted plan of a £14m system deficit. It was made clear that this was a system challenge in which all organisations needed to be active participants. A further meeting will be established in September 2019 to discuss what actions Wirral have taken and will be taking together to deliver the control total plan. The system has been asked to review its plans with a specific focus on:

- Out of hospital packages of care.
- Further Right Care opportunities and how they will be delivered.
- Waiting list management and staffing.
- Non-recurrent actions to bridge the gap.
- Increased operational and procurement productivity.
- Effectiveness of Better Care Fund investment.

The Financial Recovery Plan and the 2019/20 *Healthy Wirral* Operating Plan (previously reported to the Board) is providing the basis for system discussions and activity to establish and agree the *Healthy Wirral* 5-year Strategic Plan. Work is underway to develop a supporting narrative around the delivery of the *Healthy Wirral* programme and the associated requirements of the Long-Term Plan based on the available planning guidance which will form the draft plan 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. A detailed timeline has been developed for Wirral partners and the *Healthy Wirral* programme team are supporting system leaders in compiling the Strategic Plan; the first draft of which is scheduled to be presented to the *Healthy Wirral* Partners Board on 29th August 2019.

3.4 Transformation Fund

The 2019/20 budget approved by the Cheshire and Merseyside Health and Care Partnership System Management Board in January 2019 included a 0.5% top slice of allocations of which 0.1% would be retained as a contingency fund, 0.2% would be made available non recurrently during the

year to enable programmes to move from planning to delivery and 0.2% released back to Place systems to support the development of Place.

For *Healthy Wirral* this represented a return of the top slice equivalent to £1.08M to support transformation related to the component programmes for our place development. In common with all place systems, accountability for the delivery of change and return on investment will be subject to the application of a ten-point plan for identifying ‘what good looks like’ at a place level.

Following the presentation of proposals to the *Healthy Wirral* Partners Board in March 2019 a proportion of this funding was committed in order to maintain the momentum of a number of investments made from 2018/19 resources. This included programme support for key work streams, and the extension of a neighbourhood-based pilot of personal independence coordinators (PIC) supporting social prescribing.

A set of criteria were identified and agreed with the Board and an application process and timescale agreed for the allocation of the remaining funds. The criteria were linked to the system priorities considered essential to the implementation of place, agreed by system partners as:

- Development of neighbourhoods and community assets
- Managing Non-elective admissions demand
- Outpatient Redesign
- Medicines Optimisation
- Shared services across Wirral
- Development of new models of care.
- Delivery of Population Health approaches and benefits
- Delivery of 2019/20 Operational Plan outcomes

Following a panel scrutiny of bids received, the *Healthy Wirral* Partners Board approved further allocation of the following resources:

- Programme Support for the Planned and Unplanned care, Medicines Optimisation and Mental Health programmes
- General Practice Enhanced Co-ordinated Care Locally Commissioned Service. This will build on the development of Primary Care Networks and their support for Wirral Neighbourhoods
- Delivering a Co-ordinated approach for Wirral's 3rd Sector response to Neighbourhoods, focusing on the design & delivery of a Leadership Programme that supports the development of neighbourhood working, building understanding and knowledge of the sector within the system and vice versa and facilitating a consensus for a Wirral Wide integrated service directory.

3.5 Neighbourhood Development

Work is continuing to establish the Neighbourhood teams supported by the Neighbourhood Transformation manager to ensure that a resilient approach is adopted. Key developments in this period are outlined below:

- 3.5.1 The *Healthy Wirral* Senior Change Team who are taking forward the Neighbourhood development programme have refreshed their programme plan and delivery structure
- 3.5.2 Work has been undertaken to optimise the Multi-disciplinary structure continuing across practices and including all key partners. This is aligned with the development work to establish a clear target operating model with agreed high-level principles and approach, and key deliverables have been defined.
- 3.5.3 Following the approval of the Third Sector Transformation bid work has commenced with Community Action Wirral and other third sector partners to establish and deliver the 3rd Sector response to Neighbourhoods outlined above and work is underway to support the creation of Community Leads for Neighbourhoods.
- 3.5.4 Wirral Health and Care Commissioning alongside NHSE have approved 5 Primary Care Network (PCN) submissions received via the Primary Care Committee. These were ratified by NHSE on 30th

June. System partners have commenced work with the PCNs, and their Clinical Directors to establish clear and effective relationships between the established Wirral Neighbourhoods and PCNs. An explanatory narrative is being developed by the Neighbourhoods work stream that could be shared with all stakeholders. This will outline how, as commissioned networks of service providers, PCNs would support work in the nine Neighbourhoods as agreed with them when they were established

3.6 Organisational Development

The People and Workforce Development programme has made considerable progress, with both Human Resources and Organisational Development support now in place for both Wirral and West Cheshire place programmes.

- 3.6.1 Work has commenced with Wirral neighbourhoods to undertake a capability gap analysis using the 'Aligning Capability' model to support the development the People and Workforce plan for neighbourhoods and the comprehensive system wide strategy and People plan for the delivery of place based care at a neighbourhood level across Wirral and Cheshire West.
- 3.6.2 The People work stream is supporting system and place Organisational Development at a number of levels, including the leadership development aspects of the 3rd Sector response to Neighbourhoods initiative described earlier, and a system culture and capability programme for system leaders through the *Healthy Wirral* Partners Board.
- 3.6.3 The pilot leadership programme for neighbourhoods, supported by the North West Leadership Academy has commenced with two of the three scheduled sessions delivered to a wide range of partners including GPs, Practice Managers, Community Matrons, Social Care Managers, Third Sector leaders and managers. The focus has been on building relationships, culture and values. Participants have found the programme so far to be enlightening and valuable in making wider system connection to support communities.

3.7 Specific Programme Progress

Following significant programme development and programme planning, 2019/20 is expected to be characterised by a strong focus on delivery of these plans and work toward achieving their defined benefits. Programme Delivery highlights include:

- 3.7.1 The Urgent Care Programme has focused effort on work to address streaming and triage. The Emergency Care Intensive Support Team (ECIST), with the support of NHS England and NHS Improvement, will be working with the operational leads from provider organisations and Wirral Health and Care Commissioning (WHCC) to deliver a sustainable solution to streaming and triage that moves us nearer towards a clinical model that would support an Urgent Treatment Centre (UTC) and a combined approach. This work has been boosted by the recent confirmation of £18m capital funding to support the development of the UTC on the Arrowe Park Hospital site
- 3.7.2 The Planned Care Programme has started work in earnest on four key priority areas, namely outpatient redesign, gastro-intestinal conditions, respiratory care and Chronic Obstructive Pulmonary Disease (COPD), and Cardiovascular Care. Outpatient redesign is focusing on the identification of opportunities where primary and community services can support demand and provide more responsive locality-based approaches. The Cardiovascular Disease and Respiratory work streams are exploring the key synergies between their work plans with regard to prevention and rehabilitation, and the redesigned community heart failure service has fully commenced.
- 3.7.3 The Medicines Optimisation Programme Board has been established which will formalise the already significant progress made within this work stream in support of better medicines management across Wirral, resulting in improved outcomes for patients and efficient management of medicines resources. The work undertaken so far has placed Wirral on the map as a leader in

the integration of approaches, and on the delivery of medicines value, with high cost drug costs falling by 1% in Wirral compared to an average 2% rise in costs across Cheshire and Merseyside.

- 3.7.4 The Children and Families Programme has made significant progress during the last quarter, particularly in the development of programme governance and in identifying key strategic aims and objectives. A governance framework including the Children and Families Partnership Board has been established. Baseline system progress against the NHS Long Term Plan objectives has been mapped and links to inter-dependent *Healthy Wirral* and Wirral Children and Young People's programmes identified, including Maternity, Mental Health, Learning Disabilities and Autism. Work to address inequalities and consider a healthy start in life for children and young people is underway including brief intervention training on smoking cessation for midwives, planning for flu and HPV vaccination campaigns and developing the 'early help' offer to support vulnerable families.

3.8 Wirral Care Record and Population Health Intelligence

This programme is developing a number of technical projects which are fundamental to the delivery of our population health improvement ambitions on Wirral and will enable the successful delivery of the wider *Healthy Wirral* transformation work.

- 3.8.1 Health Information Exchange (HIE). This is providing real time information exchange, currently between Wirral University Teaching Hospital NHS Foundation Trust (WUTH) and Primary Care, Wirral Community Health and Care NHS Foundation Trust (WHCT) and Wirral Hospice St Johns. Usage of the HIE in May alone exceeded 30,000 incidences.
- 3.8.2 The Wirral Care Record which includes disease and wellness registries and longitudinal healthcare record. The Go live Criteria for the Wirral Care Record have been met and Programme Board have given authority to proceed with the launch. The programme team are

developing a communication and engagement plan with relevant communication material identified with the aim of establishing system knowledge of the operating capabilities and usage of the system ready for a full launch on 11th September.

- 3.8.3 HealtheAnalytics is the data analytics tool including HealtheEDW, Good progress has been made with data validation and with building the information dashboards. A training agenda has been finalised and delegates identified by the Population Health Intelligence sub-group. Work underway to ensure robust governance arrangements in respect of analytics

4.0 FINANCIAL IMPLICATIONS

4.1 2018/19 System Position

Significant financial pressures have emerged in recent years on Wirral, particularly in Acute Care and commissioned out of Hospital Packages of care. The overall system ended 2018/19 with an overall deficit of 26.5m. In 2018/19, Wirral Clinical Commissioning Group (CCG) delivered £11.7m (60%) of its QIPP savings target, alongside a further reduction in independent sector activity and continued development in better system working via the launch of the *Healthy Wirral* Programme.

WUTH has delivered a £9.6m CIP being 72% of its overall Cost Improvement Plan (CIP), together with an operational deficit of £33.0m being £8m adverse to plan. Both WHCT and Cheshire and Wirral Partnership NHS Foundation Trust (CWP) have delivered their CIP plans at £2.5m and £1m respectively, and have exceeded their control totals, reporting £3.7m and £0.7m (Wirral Share) surpluses respectively, largely due to additional STF support.

The CCG delivered a £2m surplus in 2018/19 in line with the control total set by NHS England, being able to achieve this position due to an extra £5m support received from NHS England during Quarter 4 of the financial year. This is summarised in the table below:

| I&E Performance (Incl. STF) Surplus / (Deficit) | I&E Performance to date | | |
|--|-------------------------|-----------------|----------------|
| | Plan | Actual | Variance |
| | £,000 | £,000 | £,000 |
| CWP (Wirral proportion) | 246 | 742 | 496 |
| Wirral Community | 2,193 | 3,723 | 1,530 |
| WUTH | (25,042) | (33,008) | (7,966) |
| Wirral CCG | 2,000 | 2,003 | 3 |
| Wirral LA | 0 | 0 | 0 |
| Total | (20,603) | (26,540) | (5,937) |
| note : the above excludes impairments and other below line adjustments | | | |

4.2 System Overview for 2019/20

The approach taken by the Wirral system for 2019/20, is for all partners to work together to help support providers deliver their control totals in order to secure the external funding of £20mil. The sum of individual organisational control totals amount to a small system surplus of £1.1m.

The individual organisational control totals have been set at very challenging levels, resulting in a planned CIP / QIPP requirement of £40.4mil, being 7.5% of the total CCG's allocation, (5.7% of total CCG and provider costs within the economy) which clearly is not achievable in one year without taking high risk actions. It is highly likely therefore that the system will produce a deficit of c. £14mil, residing in the CCG's financial position, in order for the providers to deliver their Control Total's and for the system to receive the external funding. Without the external £20mil, the system faces a deficit of at least £34mil.

Therefore, key actions now focus on:

- The delivery of 3-5 year system wide recovery and sustainability plan
- The delivery of a challenging system wide efficiencies programme
- Continuation of the *Healthy Wirral* collaborative system management approach, as NHS Wirral CCG will continue to work in collaboration

with its partners to support overall system recovery and continued sustainability.

- A well-developed set of mitigation plans against to address key risks

NHS Wirral CCG remains confident that, with its robust internal financial governance system, and the commitment of Wirral partners to a 'system' solution, it can work towards fulfilling its statutory financial duties and lay the foundation for sustained financial recovery.

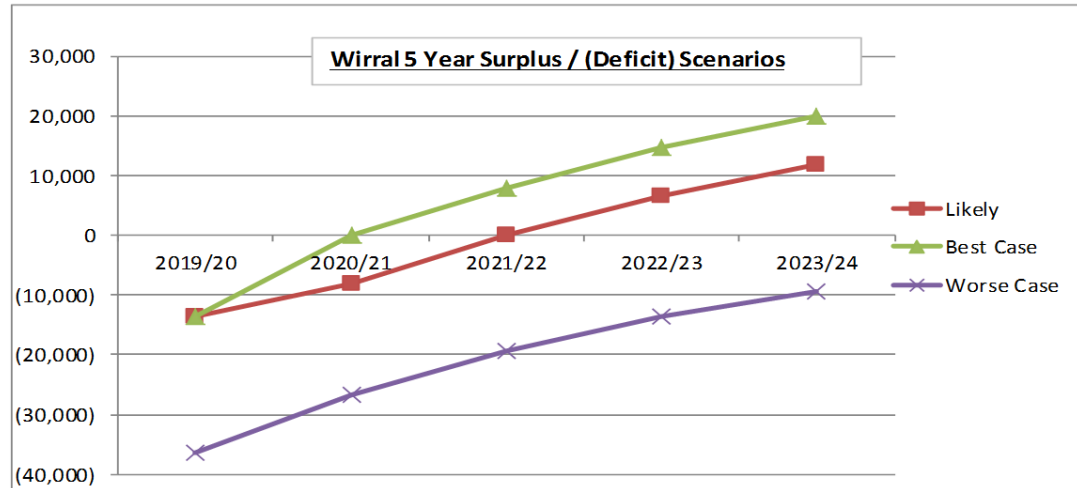
4.3 **System Financial Recovery Plan**

The proposed plans for 2019/20 see the Wirral "Place" working together as an overall system, largely to deliver genuine improvements for patients and to return the "Place" to financial sustainability in the longer term. The resultant "System" net risk overall is a potential £13.6m deficit across all partners which is currently held within the CCG's plan. The Wirral system collectively has an overall QIPP/CIP target of £40.4m of which £18.6m is unidentified and represents part of the "system" overall net risk.

This system wide approach enables the Wirral "Place" to unlock £20m of national support without which the overall system "gap" for 2019/20 would be closer to £32.5m. Prior to this approach being agreed the initial underlying system "gap" was £45m (before central funding), with both the CCG and WUTH increasing their QIPP/CIP targets to support the system position.

Working together as a "System" It is proposed that the overall underlying "net risk" is recovered via CCG allocation growth over the next 5 years to return the system to a healthy sustainable overall recurrent surplus by 2023/24. This assumes that CCG growth will be made available each year to support provider inflation and unavoidable cost pressures, with the balance taken to fund the system deficit. All other cost pressures and growth must be contained and managed via organisational 'Business as Usual' savings, productivity and system change supported by initiatives delivered through the *Healthy Wirral* Programme, and the Cheshire & Merseyside HCP programmes. This is summarised in the graph below:

| Wirral 5 Year Scenario Planning | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------------------------------|----------|----------|----------|----------|-----------|
| Do Nothing | (59,356) | (68,445) | (81,416) | (96,779) | (114,935) |
| Likely | (13,642) | (8,148) | 23 | 6,544 | 11,706 |
| Best Case | (13,642) | (101) | 7,845 | 14,619 | 19,892 |
| Worse Case | (36,446) | (26,661) | (19,281) | (13,635) | (9,434) |



In supporting the plans above, *Healthy Wirral* system partners have also committed to delivering future system sustainability. System efficiencies will be sought through the agency of key *Healthy Wirral* primary and core programmes and the delivery of effective place-based neighbourhood health and care approaches. Our plans for 2019/20 are being aligned with longer term transformation priorities to ensure that change can be achieved that are sustainable at a system level

5.0 LEGAL IMPLICATIONS

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

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

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

7.0 RELEVANT RISKS

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

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

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

Appendix 1 *Healthy Wirral* Place Programme Annual Report

Appendix 2 Designing integrated care systems (ICSs) in England: An overview on the arrangements needed to build strong health and care systems across the country

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|-------------------------------------|---|
| Joint Strategic Commissioning Board | 16 October 2108 04 December 2018 |
| Health and Wellbeing Board | 18 July 2018 14 November 2018 20 March 2019 17 July 2019 |