

JOINT STRATEGIC COMMISSIONING BOARD
Healthy Wirral 5 Year Strategy

Risk Please indicate	High N	Medium Y	Low N
Detail of Risk Description	<p>The strategy describes our ambitions to deliver the vision and aims of the Healthy Wirral 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 and managing the complexities of aligning diverse partners in the delivery of the key priorities.</p> <p>These risks are mitigated through the well-established leadership and governance framework of the <i>Healthy Wirral</i> partnership, and an agreed programme management approach which will ensure that the system holds itself to account for the delivery of strategic milestones.</p> <p>These risks are recorded within the principle risk register as part of the <i>Healthy Wirral</i> Partners Board Assurance Framework and monitored by the <i>Healthy Wirral</i> Partners Board.</p>		

Engagement taken place	Y
Public involvement taken place	Y
Equality Analysis/Impact Assessment completed	N
Quality Impact Assessment	N
Strategic Themes	
<i>Working as One, Acting as One</i> – we will work together with all partners for the benefit of the people of Wirral.	Y
<i>Listening to the views of local people</i> – we are committed to working with local people to shape the health and care in Wirral.	Y
<i>Improving the health of local communities and people</i> – Wirral has many diverse communities and needs. We recognise this diversity and will help people live healthier lives, wherever they live.	Y
<i>Caring for local people in the longer term</i> – we will focus on having high quality and safe services, with the best staff to support the future as well as the present.	Y
<i>Getting the most out of what we have to spend</i> – we will always seek to get the best value out of the money we receive.	Y

JOINT STRATEGIC COMMISSIONING BOARD

(Committee in Common)

Meeting Date:	14 January 2020
Report Title:	<i>Healthy Wirral 5 Year Strategy</i>
Lead Officer:	Simon Banks, Chief Officer, NHS Wirral CCG and Wirral Health and Care Commissioning

REPORT SUMMARY

This matter affects all Wards within the Borough and supports the delivery of wider Wirral strategic planning including the Wirral 2025 Plan, and the development of the Wirral Local Plan.

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 5 Year Strategy describes our ambitions and key strategic priorities to achieve the *Healthy Wirral* vision of enabling all people in Wirral to live longer and healthier lives. The '*Healthy Wirral*' partnership and the associated programme is seen as the prime system-wide approach to delivering sustainable and affordable long term changes to the way that the health and wellbeing of the Wirral Population is supported.

RECOMMENDATION/S

That the Joint Strategic Commissioning Board (JSCB) endorses the approach in the draft strategy and supports its progress to completion and publication.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The purpose of the report is to share the draft strategy with the Joint Strategic Commissioning Board (JSCB), and note any suggested changes or developments with the aim of receiving board endorsement.

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 described within the strategy. As such there is no alternative option to consider for the system.

3.0 BACKGROUND INFORMATION

- 3.1 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.

- 3.2 The *Healthy Wirral* 5 Year Strategy is intended to be the Place Strategy for Health & Care for 2019-2024. The strategy establishes the key priorities for Wirral Partners to achieve the *Healthy Wirral* vision of enabling all people in Wirral to live longer and healthier lives. The strategy takes a Population health approach to achieving this through actions to support:

- Making Wirral a healthy place to live.
- Utilising population health management.
- Focusing on preventing ill health.
- Upscaling NHS action on prevention and tackling health inequalities.
- Supporting people with long-term conditions to live well.

- Improving the services we deliver and changing how we deliver them to better serve our population.
 - Returning the Wirral system to financial balance.
- 3.3 The Strategy development is necessarily aligned with the delivery of the NHS Long Term Plan and incorporates those non-negotiable expectations linked to the national policy direction. However Wirral partners are clear and committed to the principles of delivering a strategy that is relevant to and owned by the local population and partner organisations.
- 3.4 The strategy describes a vision and system ambitions for the next 5 years. These are predominantly high level ambitions, and reflect the discussions and engagement with system partners across Wirral. Accompanying the strategy (in the appendices) are both the detailed operational plan for 2019-20, and a strategic work plan, detailing the specific actions; when these will be undertaken and the desired outcomes of this work. Appending the detailed plan allows for programme leads to continue their engagement with system partners and Wirral people in order to refine these plans and build the required detail. The strategy and associated work plans will form the basis of the year on year operational planning for the *Healthy Wirral* programme
- 3.5 A detailed engagement process is being undertaken, including Wirral Health and Care Staff, Clinicians and organizational leaders, Third Sector Partners and the Wirral Public. Their input will shape the final version of the plan that is presented below in draft form. Oversight of the development of this strategy is being led by the *Healthy Wirral* Partners Board, however the final strategy will be delivered for approval by the Wirral Health and Wellbeing Board before publication and launch. The current draft of the strategy for the Board to consider is provided at Appendix 1. The draft delivery plan for 2020-2024 is at Appendix 2 and the agreed Operational Plan for 2019-20 at Appendix 3.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The Wirral Health and Care System has continued to face significant financial pressures, 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.
- 4.2 The individual organisational control totals have been set at very challenging levels, resulting in a planned CIP / QIPP requirement of £40.4million in 2019-20, being 7.5% of the total CCG's allocation. 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

4.3 The proposed plans 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. In supporting these plans, *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 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

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: ICT, STAFFING AND ASSETS

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

7.0 RELEVANT RISKS

7.1 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

8.1 Engagement and consultation is taking place to familiarise both Wirral Partners and local people with the concepts of *Healthy Wirral*, and how local plans for Health and Care will align with National requirements, including the NHS Long Term Plan. A number of specific engagement approaches are being undertaken to provide opportunities to contribute to the identification and shaping of the strategic priorities. These include:

- Engagement with Health and Care Staff across Wirral through a survey process which is to be followed up with some specific engagement sessions
- Workshop sessions with third sector partners brokered through Community Action Wirral
- Engagement with the NHS Wirral CCG Patient and Public Advisory Group
- Workshop session with Wirral Health and Care Commissioning Staff

- Engagement presentations at the Wirral Bridge Forum
- Public Roadshow sessions arranged in partnership with Healthwatch Wirral

8.2 Communications and Engagement is a key enabling work stream for the programme and a communications and engagement plan is in place.

9.0 EQUALITY IMPLICATIONS

9.1 The 5 Year Strategy delivery vehicle is the *Healthy Wirral* programme. The programme governance 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 ways where this might reduce health inequalities.

9.2 Each of the Healthy Wirral work streams have developed their delivery plans to achieve the overall strategy outcomes and are undertaking the relevant Quality and Equality Impact Assessments as relevant to their plans. The *Healthy Wirral* Programme governance will require these assessments to be completed and monitored as part of the programme governance. Escalation processes are in place in order to hold each component programme to account with regard to this. .

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 The content and/or recommendations contained within this report are expected to reduce emissions of CO₂. The Healthy Wirral 5 Year Strategy is fundamentally underpinned by a population health approach, which requires all strategic elements to consider the wider determinants of health and wellbeing. This includes environmental issues including air quality, transport, housing and access to leisure and open spaces. A number of specific strategic priorities will support the Councils environmental responses, these include:

- Developing neighbourhood approaches to deliver care closer to where people live and work, which will help impact positively on the use of transport.
- Non-clinical transformation programmes include the efficient use of estates and facilities, where energy efficiency and utilization management of buildings is being addressed.

- Digital innovation is at the heart of a number of our programmes including the clinical and planning benefits of health intelligence and the implementation of the Wirral Care Record. Additionally, transformation programmes such as the digitalisation of outpatient services and tele-health will aim to reduce the need to travel to health facilities and increase the adoption of 'virtual' approaches to health and care management.

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APPENDICES

Appendix 1 - Draft *Healthy Wirral* 5 Year Strategy
 Appendix 2 - Draft *Healthy Wirral* 5 Year Delivery Plan
 Appendix 3 - *Healthy Wirral* System Operating Plan 2019/20

BACKGROUND PAPERS

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Health and Wellbeing Board	17 July 2019
	3 September 2019