

Healthy Wirral Place Programme

Our Vision for Wirral 2019-2024

‘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’.

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Foreword

We are delighted to present our Vision and priorities for *Healthy Wirral*. This represents a significant development in our partnership to deliver better health and care through a place based approach on Wirral. We can only achieve this through the support and efforts of all our partners across the Wirral.

Wirral continues to face significant challenges but also has great opportunities and we are confident that the progress we have seen in the last year will continue and allow us to work with our communities and staff to build a Healthy Wirral. Delivering successful change across Wirral is entirely dependent on all of our partners working together. The *Healthy Wirral* programme continues to build partnerships with people and organisations that are focused on improving health and wellbeing for Wirral People.

The *Healthy Wirral* partnership is an alliance of partners working together to achieve sustainable improvements in the health and wellbeing of the people of Wirral. 2018/19 has been a year of consolidation of our partnerships and building our future plans. 2019/20 and beyond will see the delivery of these plans through our long term strategy which will be developed from this vision.



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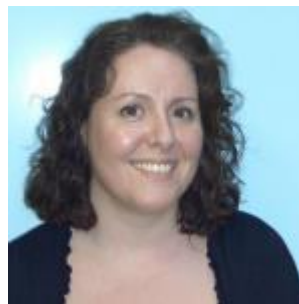
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Introduction

Delivering real change for Wirral people requires our services and communities to work more closely together in natural communities or 'Place'. In order to do this those organisations that plan and deliver services should establish place-based approaches in which they take joint responsibility to work with each other and with Wirral people to improve health and care for all citizens. This requires our organisations to collaborate to manage the common resources available to them; making the best of each 'Wirral Pound'. To do this effectively requires us to understand deeply the characteristics of our community and population if we are to focus our resources on the right things, and deliver long term, and sustainable health and wellbeing improvements.

To help us to achieve this, key Wirral partners including our local health and care organisations, general practices and third sector representatives along with Wirral Council have formed the **Healthy Wirral partnership** and we will be working with our staff and the public to make our local health and care services better and sustainable. We have already integrated our commissioning functions across health, social care and public health. This means that our planning will be more joined up and will work better.

We are developing our **Healthy Wirral Plan** for the next 5 years in order to focus our resources and energies on the right priorities. These will be based on our local assessments of population health and need, and on understanding how well we perform against agreed best practice. We recognise how important it is that we carefully consider what we need to do and engage the people of Wirral in seeking their views and opinions so that the plan reflects the key priorities for Wirral and guides how we will go about doing our work.

We do know that in the future more services will be organised locally and people will be supported better by a range of professionals, some of which will be new such as Social Prescribers and Physicians Assistants. We also want to ensure that we are working more effectively with voluntary organisations and groups to help people stay healthy and active in their local communities.

Place Based Care in Wirral has taken significant steps in 2018 with the formation of Wirral neighbourhoods. Wirral has been divided into nine neighbourhoods, all with a population of communities between 30-50,000 people. We have started to use the information we have to determine what the people in these neighbourhoods need, and work with local teams and organisations providing services and support in these areas including public, private and voluntary sector organisations. The recent introduction of Primary Care Networks as part of the NHS Long Term Plan complements our neighbourhood approach, recognising the importance of the role that General Practitioners and primary care staff play in local communities.

The Healthy Wirral Partners are committed to engaging the people of Wirral as we move forward with our plans. We will continue to identify opportunities for Wirral people to give their views and get involved in shaping their local health and care services.

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Wirral Place

Wirral is a borough of contrasts, both in its physical characteristics and demographics. Rural areas and urban and industrialised areas sit side by side in a compact peninsula of just 60 square miles and 24 miles of coastline. Wirral has many strengths which includes a growing economy and being strategically placed to take advantage of its role within the Liverpool City Region and the Northern Powerhouse. It has a proven record of supporting businesses and has a dynamic small business economy coupled with a strong visitor economy.

There is a strong contrast between the highly urbanised areas in the east, which contain some of the poorest communities in England and the wealthier commuter settlements in the west which benefit from a high quality natural environment. Life expectancy varies by around 10 years between wards in the East and West of Wirral, reflecting the large inequalities which are apparent in the Borough.

Wirral Place Facts:

- Population: 322,796 - one of the largest metropolitan boroughs in England.
- 24 miles of coastline and just over half the land area of the Wirral is open countryside. Over 60 percent of which is used for farming.
- Wirral has more Green Flag parks and green spaces (27 in total) than any other local authority in the North West.
- Wirral has the highest rate of employment (74.8%) in the Liverpool city region (LCR) and is above that of the North West (73.5%) and only slightly lower than National average (75.0%).
- Over 7,400 businesses providing employment for 116,000 people
- Health is Wirral's largest employment sector; employing 24.3% of the entire workforce,
- Unemployment rates in the East of the Borough (Birkenhead and Wallasey constituencies) are higher than for the North West and England
- There are over 1,500 voluntary, community and faith sector organisations in Wirral
- A total of 152,540 homes of which 15.2% (23,183) were affordable / social homes
- GCSE attainment is above the North West and England average.
- 32% of the Wirral population live in the 20% most deprived areas in England
- 19% of children (aged 0-15) live in poverty in Wirral (with rates much higher in the East of the Borough).
- Wirral has an older population when compared to England as a whole. 1 in 3 people aged over 65 (over 20,000 people) live alone in Wirral
- 1 in 8 households are defined as being in fuel poverty and over a quarter of households have no access to a car
- 833 children under the care of the local authority (looked after children). A much higher rate than for England.

Not sure if this list can be made into an infographic/ more interesting by the CSU?

Healthy Wirral: Wirral's Integrated Health and Care System

Our commitment to align our priorities and plans is enshrined within the health and wellbeing partnership referred to as *Healthy Wirral* which brings together our strategic planning into a single, place based narrative as a “Golden Thread” for the Wirral health and social care system and for local people.

The *Healthy Wirral Partnership* is made up of the following organisations working together and on behalf of Wirral communities:

- Wirral Community Health and Care NHS Foundation Trust
- NHS Wirral Clinical Commissioning Group
- Wirral University Teaching Hospitals NHS Foundation Trust
- Cheshire and Wirral Partnership NHS Foundation Trust
- Wirral Borough Council
- Primary Care Wirral Federation
- Wirral GP Federation (GPW-Fed Ltd)
- Clatterbridge Cancer Centre
- Community Action Wirral
- Healthwatch Wirral

Healthy Wirral partners recognise that it will only be through collective, actions as an integrated care system that we will deliver the best health and wellbeing outcomes for Wirral people. In order to meet our mission of *‘Better health and wellbeing in Wirral by working together’* *Healthy Wirral* partners have agreed a broad vision which 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’.

This vision stresses the importance of preventing ill health and our people being in the right place at the right time. Recognising also the need to live within our means as a system, we also aim to maximise the value of the Wirral pound, by ensuring that this is invested in place based care that will deliver quality outcomes for Wirral people.

This reflects our partners’ commitment to work together collaboratively to achieve a healthy and sustainable future for Wirral through adopting the following principles:

1. **Acting As One** – exemplified in our actions and behaviours; focused on delivering benefits by putting the whole system first
2. **Improving population health** – delivering the *Healthy Wirral* outcomes around better care and better health using a place-based approach.

3. **Clinical sustainability** – ensuring sustainable, high quality, appropriately staffed services, that are not affected by boundaries between organisations
4. **Financial sustainability** – managing with our budgets, delivering efficiency and better value.

Healthy Wirral partners have committed to working towards acting as one in the interests of delivering the best outcomes for Wirral people and commits to the following principles:

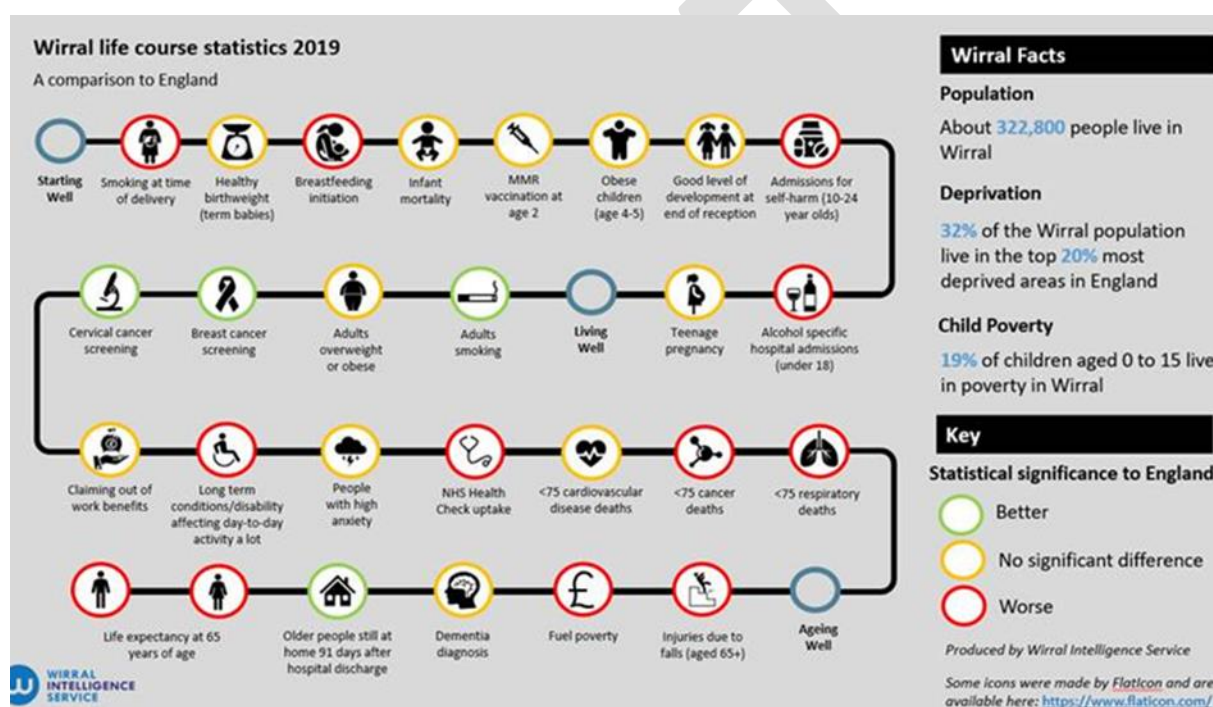
- We will agree the most important outcomes to achieve, based on a clear understanding of our population's health.
- We will ensure that we commission the integrated provision of services for our population which best delivers these outcomes.
- Our Providers commit to respond collectively; sharing financial risk and reducing inefficiency to ensure they achieve agreed standards of clinical quality and performance.
- We will work to achieve sound financial control and the effective use of resources for the benefit of Wirral people.
- We will ensure there is public value to every investment made, in terms of better health, better care and better value.
- We will operate an open and transparent approach to all our financial transactions
- We will view a failure of performance in any one area as a failure for the system and therefore of all partners.

Why do we need to change?

Many people in Wirral are living longer healthier lives. However, considerable challenges remain. Wirral lags behind other areas of the country on some key health outcomes and not all communities have benefited from the same rates of improvement to their health and wellbeing. We need to change:

- **To improve health and wellbeing outcomes**

As shown in the picture below Wirral performs worse than England for some key health and wellbeing outcomes including smoking in pregnancy, admissions to hospital due to alcohol, preventable deaths from cancer and respiratory disease, and injuries due to falls.



- **To reduce avoidable inequalities in health**

Although life expectancy has increased steadily over the past 20 years, recently improvements in life expectancy have stalled, and while people are living longer not all these years are lived in good health. This means people in Wirral are spending less of their lives in good health. In addition, there remain persistent and significant differences in how long a person will live and how many years they can expect to live in good health depending upon where people are born in Wirral. These differences in life expectancy and healthy life expectancy are unjust, unfair and stark.

Within Wirral, the difference in life expectancy at birth between the most and least deprived is:



- ***Because we know how to support people to live healthy lives***

High quality health and care services are important for keeping people healthy. Whilst it is essential that our health and care services are excellent, estimates suggest they only make up a fifth of what keeps us healthy. Good health is about much more than access to healthcare and we know that the choices we make about our diet or whether we exercise, smoke or drink alcohol are affected by a wide range of factors.

The landmark [Marmot Review: Fair Society, Healthy Lives](#) outlined the causes of health inequalities and the actions required to reduce them. As can be seen in the picture below health inequalities are not caused by one single issue, but a complex mix of environmental and social factors which play out in a local area, or place - this means that local areas have a critical role to play in reducing health inequalities.

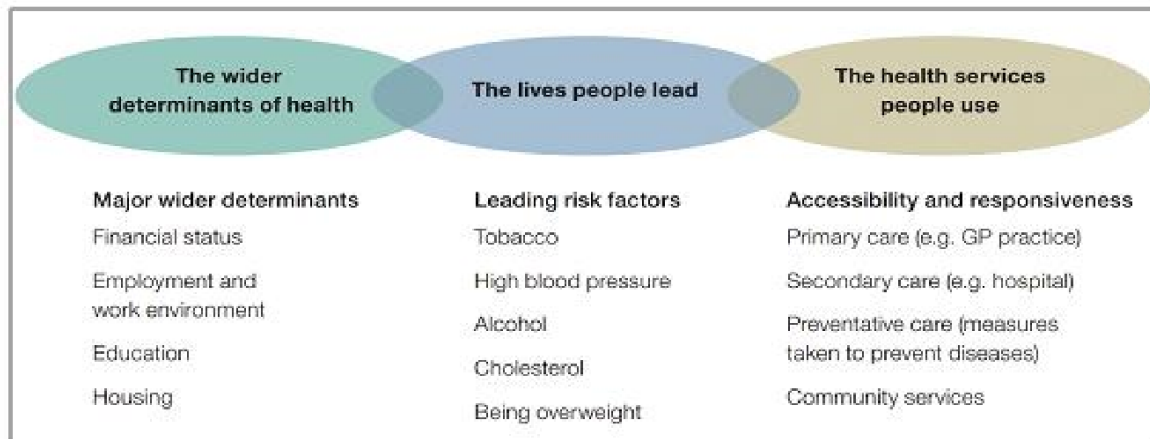
The best way of ensuring healthy behaviors and a long life in good health is to have a good start in life, a good education, a warm and loving home, a connected community and enough income to meet our needs.

To put it even more simply, a job, home and friends are the things that matter most.

And because we understand that reducing health inequalities is about jobs that local people can get, decent housing and preventing people becoming isolated, it follows that we also recognise that places and communities have the most critical role to play.

If we all work together to get this right our neighbourhoods are more productive and prosperous, and we support and encourage people to use the NHS less and later in life, to stay well for longer, and when unwell to stay in their home for longer, and to stay in work for longer.

The causes of Health inequalities



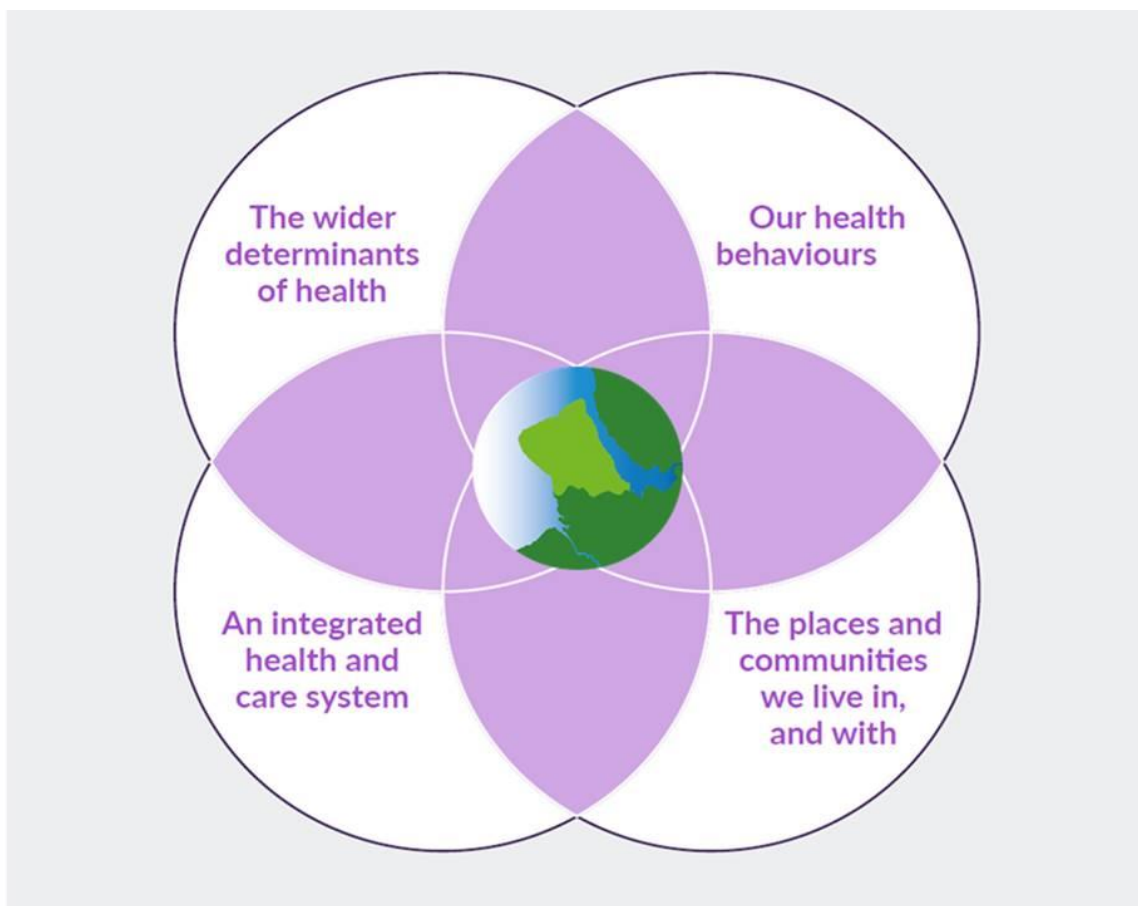
Source: [National Audit Office Literature Review, 2010](#)

In order to address our local challenges in Wirral, we recognise we need to move away from a health and care system just focused on diagnosing and treating illness towards one that is based on promoting wellbeing and preventing ill health.

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Our approach to improving health and wellbeing

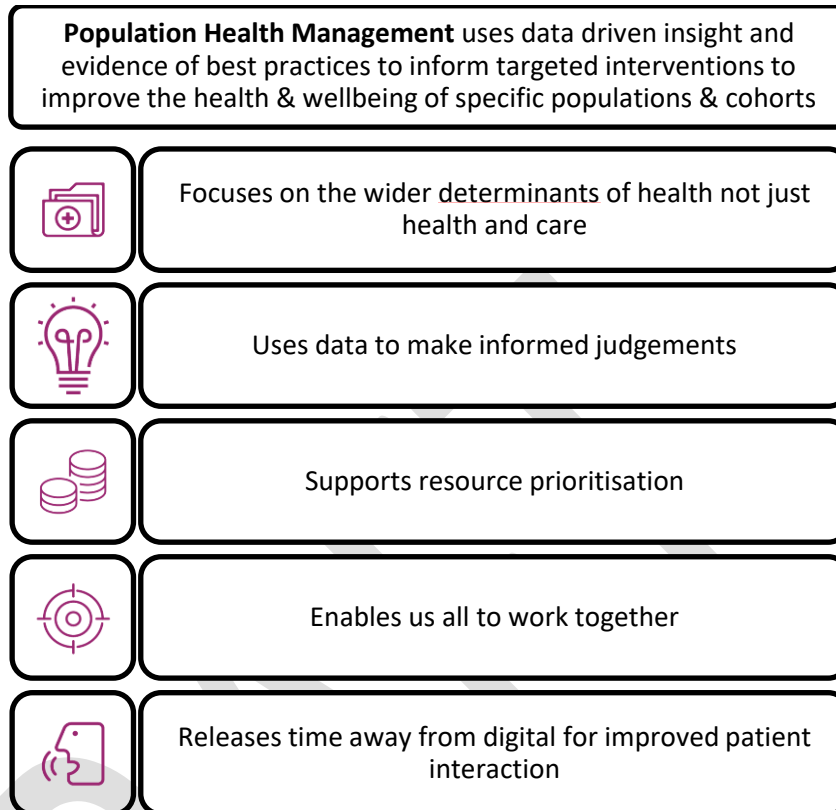
We believe that the best way to improve health outcomes for the people of Wirral is to take a population health approach, working together in partnership with individuals, communities and wider partners to understand in detail the health of our population and put together plans to improve health.



Our approach to Understanding and Improving Population Health in Wirral:

- Recognises health has many complex influences - but that the wider determinants of health are the most important driver of health and wellbeing (a good start in life, a good education, a warm and loving home, a connected community and enough income to meet our needs).
- Our income and wealth, education, housing, transport and leisure).
- Has clear focus on health inequalities and tackling causes of inequalities
- Is driven by health intelligence & evidence
- Is patient & community focussed using a life course approach

We will use a **Population health management** approach to help us understand and predict future health and care needs so that we can better target support, make better use of resources and reduce health inequalities.



Working in partnership to make Wirral a healthier place to live

Whilst it is essential that our health and care services are providing high quality care, they are only one aspect of the many things that contribute to positive health and wellbeing. These issues cannot be addressed through the health and care system alone it requires working closely with individuals, communities and wider partner agencies focussing upon the things that drives our health and that can improve and maintain it over time.

Our partnership with Wirral Council ensures that factors such as housing, education and local environments are considered, and we can all work together to support people to lead healthier lives. Our aim is that the Healthy Wirral Plan will directly link to the wider Wirral Council Plan so that our actions complement and enhance Wirral Council's ambitions around these areas, for example helping to build peoples personal resilience through the opportunities that Wirral's Borough of Culture offer around the impact of culture and sport on peoples wellbeing .

Wirral's Councils Plan sets out 5 key outcomes that we want to achieve by 2025:

- A prosperous, inclusive economy where local people can get good jobs and achieve their aspirations
- A cleaner, greener borough which defends and improves our environment
- Brighter futures for our young people and families –regardless of their background or where they live
- Safe, pleasant and clean communities where people want to live and raise their families
- Services which help people live happy, healthy, independent and active lifestyles, with public services there to support them when they need it

The Local Plan

The Local Plan is a statutory document that sets out the place/planning ambition for Wirral and guides decisions on planning applications for local developments. Wirral's Local Plan is currently being updated to reflect the Council's long-term vision, objectives and spatial strategy for the Borough. The Council's highest corporate priority is to produce a quality Local Plan for Wirral which complies fully with all relevant Local Plan legislation and national policy.

The Local Plan will contain policies to guide new housing, business development and infrastructure, and to inform decisions that impact on the environment. This plan will set out the guidelines for development in Wirral for the next 30 years. The link between the environment and public health is well established and the impact on health, both negative and positive, is acknowledged. Supporting the creation of healthy communities and environments through good design, active travel and physical activity and providing access to facilities and services and high-quality open spaces is key to improving the health of Wirral residents and reducing health inequalities. Conversely living in poor housing, in a deprived neighbourhood with a lack of access to open space impacts negatively on physical and mental health.

Health inequalities is a significant issue for Wirral and there is a clear geographical divide in terms of health outcomes across the population. Ensuring that the Plan enables opportunities to address inequalities arising from employment, affordable and quality housing and the wider lived environment where people can aspire, thrive and become more personally resilient is a key challenge.

Working with our local communities

As well as shaping the physical and lived environment through the Local Plan we are working with local people to inform what we do and how we will do it. To do this we have set up People's Panels in each neighbourhood so that what we are doing reflects the assets of, and challenges for, local people. By sharing stories and evidence in this way we can work together to uncover and address complex issues. This builds on our efforts to develop a new relationship between people and public services using an Asset Based Community Development (ABCD) approach which recognises that communities can drive the development process themselves by identifying and mobilising existing, but often unrecognised assets including volunteers, and thereby responding to and creating local economic opportunity. This has resulted in the emergence of a now established Community of Practice network led by local people and community organisations coming together. It has also changed the approach to prevention services and since 2017 the Community Connector service has been working with people encouraging and supporting behaviour change starting with their strengths and not those issues that professionals think need addressing to improve health outcomes.

A Commitment to Social Value

The vision for Social Value across Cheshire and Merseyside is that everyone recognises their contribution to Social Value, including the changes it can bring about to reduce avoidable inequalities and improve health and wellbeing. Social Value is about using the resources and assets we have more strategically, to produce a wider benefit. It also requires us to build on the strengths of people and communities to enable people to live a valued and dignified life.

Wirral is committed to this approach and our plan is to involve organisations and their workforce including our local industries, and Wirral people in the aim of delivering social value and adhering to the principles of the Cheshire and Merseyside Social Value charter.

Supporting our population will include helping them to be proactive in their lifestyle choices and consequently changing the relationship with public services to reflect this. Our health and care organisations need to think beyond their organisational boundaries towards people and the place that they live. Our workforce needs to think differently in their relationships with local people and with other organisations.

Our commitment to social value also requires our public sector as '**Anchor Organisations**' to use their purchasing power to build capabilities, strengths and assets within our communities, ensuring that Wirral is a great 'Place' to live and work. Wirral Health and Care Commissioning (WHCC) will ensure that future commissioning activity requires all providers to demonstrate delivery of social value.

A key theme of Social Value is the promotion of growth and development opportunities for all within a community and ensuring that they have access to opportunities to develop new skills and gain meaningful employment. NHS organisations are one of the largest employers on Wirral and therefore the opportunities are clear for this theme and our NHS employers have been requested to support the Wirral Council scheme supporting care leavers into employment.

What makes the NHS an anchor institution?

NHS organisations are rooted in their communities. Through its size and scale, the NHS can positively contribute to local areas in many ways beyond providing health care. The NHS can make a difference to local people by:



Purchasing more locally and for social benefit

In England alone, the NHS spends £27bn every year on goods and services.



Using buildings and spaces to support communities

The NHS occupies 8,253 sites across England on 6,500 hectares of land.



Working more closely with local partners

The NHS can learn from others, spread good ideas and model civic responsibility.



Reducing its environmental impact

The NHS is responsible for 40% of the public sector's carbon footprint.



Widening access to quality work

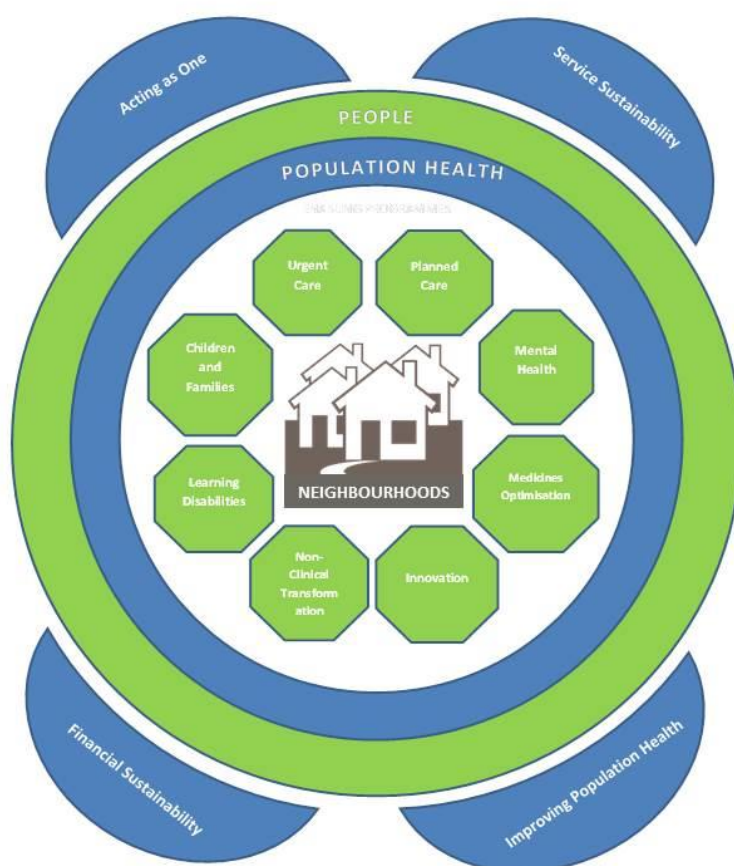
The NHS is the UK's biggest employer, with 1.6 million staff.

As an anchor institution, the NHS influences the health and wellbeing of communities simply by being there. But by choosing to invest in and work with others locally and responsibly, the NHS can have an even greater impact on the wider factors that make us healthy.

Our Key Goals for delivering a *Healthy Wirral*

The work we are undertaking supports the broader national and regional context of the NHS Five Year Forward View and the NHS Long term Plan as well as a clear commitment to the delivery of Place aligned to Wirral Councils' Local Plan and Industrial Strategy.

Our aim is to deliver the required change through a comprehensive *Healthy Wirral* Delivery Programme; enabling system-wide collective problem solving and setting challenging and innovative transformation programmes. We recognise that achieving real and lasting change will require us to ensure our programme is driven by the principles of population health, supports our people to have the confidence and capability to respond to changes and is focused on the neighbourhoods and communities where people live their lives. System partners have committed to collectively and collaboratively consider how new models of care can best support delivery of our aims. Our transformation programme is summarised in the picture below:



We want to ensure that our programmes are clear, focused on delivering better outcomes for Wirral people, families and carers and that they complement each other. These programmes will aim to ensure that the changes made result in improved health and wellbeing for people living and working in Wirral, and are

focused on the specific needs of communities and where people live. All of our programmes must be informed by comprehensive population health intelligence, consider how their priorities link to each other, and focus on place based service delivery at local community and neighbourhood level.

Our Population Health Programme

We have described our Population Health approach and how we are working in partnership to make Wirral a healthier place to live in the sections above.

Our Healthy Wirral Population Health Programme focusses upon upscaling action on prevention and reducing health inequalities. This includes:

- Preventing ill health (with a focus upon tobacco control, promoting healthy weight, reducing harms from alcohol, and CVD prevention)
- Supporting people with long-term conditions to live well

Our local approach is informed by the Cheshire & Merseyside population health framework.

It is important to note that Population health is not a stand-alone programme but one that informs and cuts across all Healthy Wirral Programmes.

Preventing ill health

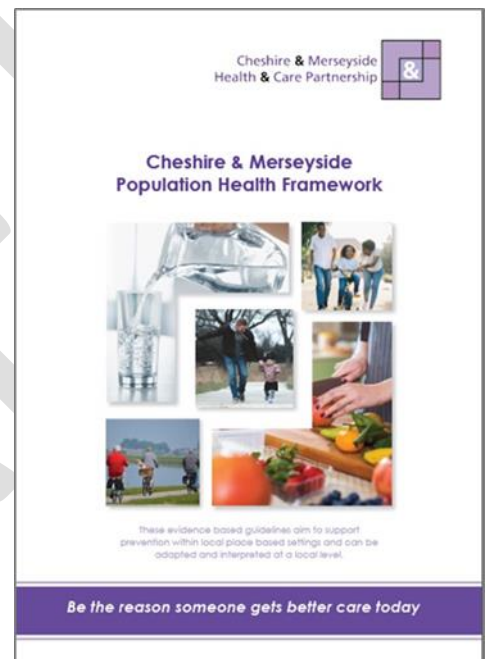
Tobacco Control: Wirral's vision is to make smoking history for our children.

Smoking remains the single greatest risk factor for poor health and early death in Wirral. Smoking still kills and we cannot say that the job of tobacco control is done when one in five deaths each year in Wirral is related to smoking. People in the most deprived areas are twice as more likely to smoke.

Smoking Facts:

- 1 in 10 people smoke in Wirral (30,488)
- The annual cost to the wider society is £77.7 million
- 1 in 8 pregnant women smoke at the time of delivery
- 1 in 4 young people get offered illegal tobacco

Wirral will continue to work in a systematic approach to:



- Reduce the number of people who smoke in the borough with a focus on the most vulnerable groups
- Support our local NHS trusts in developing smoke free policies and offering in-patients support to quit
- Reduce the number of women who continue to smoke during pregnancy through introducing a smoke-free pregnancy pathway
- Reduce and prevent the uptake of smoking among young people including working with Trading Standards to reduce illicit tobacco and underage sales.

Promoting a healthy weight

Obesity is one of the most serious health challenges of the 21st century – it is a complex issue with several different but often interlinked causes. No single measure is likely to be effective on its own in tackling obesity it requires action across agencies, sectors and with local people. Local environments in which people live, play, and work often encourage excess calorie consumption and inactive lifestyles. Achieving a healthy weight is not just the responsibility of the individual, and to make a difference at a population level we will require a collaborative approach that creates system wide change.

A range of actions need to be put in place to tackle these environmental causes of obesity. This can be done with local authority department (including planning, transport, environmental services and economic regeneration), local businesses, NHS estates and other stakeholders

In Wirral we will be promoting a whole systems approach to obesity, this includes:

- Adopting a 'Health in All Policies'¹ approach.
- Working with local communities and elected members to identify actions that need to be put in place in relation to active travel, town planning, transport, economic regeneration.

Reducing Alcohol Harm

Alcohol misuse is a major cause of avoidable morbidity and mortality within Wirral. It is linked to over 200 medical conditions and is a major cause of avoidable hospital admissions and premature death. Alcohol also causes significant harm to local communities through anti-social behaviour and violence.

The NHS Long Term Plan focussed on strengthening alcohol prevention across the NHS, with a particular focus on acute trusts and partners. There is a range of activity

¹ Health in All Policies (HiAP) is an approach to policies that systematically and explicitly takes into account the health implications of the decisions made; targets the key social determinants of health; looks for synergies between health and other core objectives of Councils and the work we do with partners; and tries to avoid causing harm with the aim of improving the health of the population and reducing inequity.

that is planned to scale up action on alcohol across Cheshire and Merseyside, which Wirral will be part of. Activity to reduce alcohol harm in Wirral includes;

- Ensuring we deliver services according to an evidenced based alcohol care pathway
- Creation of an alcohol dashboard to monitor action on alcohol prevention
- Development and implementation of minimum competencies for alcohol care teams & development of training offer
- Upscaling of alcohol identification and brief advice (IBA) activities
- Insight and engagement work on alcohol minimum unit pricing
- Delivering the Reduce the strength programme to limit sales of high strength, cheap alcohol.
- Working with licensing and community safety to reduce the impact alcohol has on our local communities

Preventing cardiovascular disease (CVD)

Over the last few decades, great strides have been taken in reducing premature deaths due to CVD in Wirral. However, the problem still remains a significant cause of disability, death and health inequalities.

In order to prevent cardiovascular disease in Wirral we will:

- Promote and improve uptake of the NHS Health Check Programme
- Improve the detection and treatment of the high-risk conditions of Atrial Fibrillation, hypertension (high BP) and high cholesterol
- Support the implementation and ongoing enhancement of the NHS Diabetes Prevention Programme

Blood Pressure

High Blood pressure is Cheshire and Merseyside's most common condition and risk factor for Cardiovascular Disease (CVD). Healthy Wirral supports the delivery and ambition of Cheshire and Merseyside's strategy; Saving lives: Reducing the pressure.

Wirral will continue to take a systems approach to the prevention, detection and management of blood pressure. This includes;

- Implementation of the BEACON pilot recommendations,
- Continued promotion to encourage high uptake of CVD health checks;
- Community testing and engagement for example training up workplace champions and promotion of the Happy Hearts website and campaigns such as Know your Numbers.



Supporting people with long-term conditions to live well

In Wirral we aim to support people with long-term condition to develop the knowledge, skills and confidence they need to more effectively manage and make informed decisions about their own health and health care and live more independently.

We will support people to do this by:

- Implementing the Comprehensive Model of Personalised Care, which fully embeds the six standard components – shared decision making; personalised care and support planning; enabling choice; social prescribing and community based support; supported self-management; and personal health budgets and integrated personal budgets – across the NHS and the wider health and care system.
- Working collaboratively with our Primary Care Networks and the community and voluntary sector to recruit additional social prescribing link workers to enable more people to be able to be referred to social prescribing schemes.

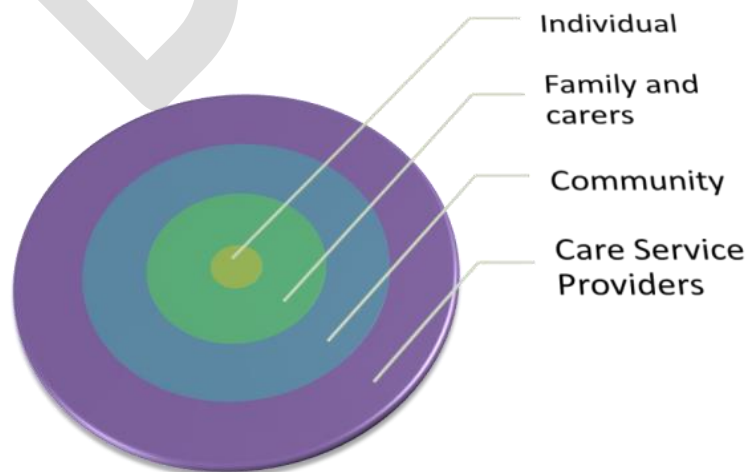
Social prescribing link workers connect people to wider community support which that can help improve their health and well-being and to engage and deal with some of their underlying causes of ill health.

- Ensuring approaches such as health coaching, peer support and self-management education are systematically put in place to help people build knowledge, skills and confidence.
- We will utilise digital technology to support people to self-care for example through the Best You App
- Supporting health and care staff to have coaching conversations focussed upon what matters to that person and their individual strengths and needs. We will link this to Making Every Contact Count (MECC) a behaviour change approach that can drive a culture shift towards prevention addressing lifestyle behaviours and includes conversations relating to the wider determinants of health such as debt management, housing and welfare rights advice and directing people to services that can provide support.

Our People

The overall vision and aim of the Healthy Wirral People Programme is *to ensure Healthy Wirral has the people capability (capacity, competence and confidence) required to meet local population needs delivered through person-centred care.*

The programme is intentionally called a “people” and not “workforce” programme as it recognises that the capability (capacity, competence and confidence) required to improve people’s lives runs within and across communities and is not just contained within the “workforce” of statutory organisations such as the NHS. If the health and care needs of the people of Wirral are to be met then the full capability contained within all people should be unlocked.



The People Programme is specifically focused on responding to and helping to shape the requirements for developing Wirral place, and has also taken into account the NHS Interim People Plan and the Workforce Strategy 2019-2024 for Cheshire and Merseyside Healthcare Partnership in that it seeks to support and deliver the priorities contained within those documents in a way that is sensitive to the local Wirral context.

These priorities can be summarised as follows:

- Making the NHS the best place to work
- Improving our leadership culture
- Addressing urgent workforce shortages in nursing
- Delivering 21st century care
- A new operating model

Within this framework we have engaged with a wide range of stakeholders across Wirral over the past six months to identify the specific people challenges within and across organisations and sectors. This led to a Wirral-specific set of priorities, which are focused on the following themes:

1. Aligning Capability – Identify and develop the people capability required to meet local needs within Neighbourhoods
2. Leadership Capability - Support the development of leadership capability within each neighbourhood and Healthy Wirral senior system leaders.
3. Conversational Capability - Develop the capability (capacity, competence and confidence which leads to trusting relationships across all organisations centred on a common-purpose.
4. Attract, Develop and Retain Capability within the Healthy Wirral System – This covers a number of areas namely:
 - a) Develop a Wirral approach to career progression
 - b) Develop a Wirral Apprenticeship(s)
 - c) Develop a Wirral approach to the identification of (and training for) new roles.
 - d) Develop a Wirral approach to workforce modelling which focuses on knowledge, skills and behaviours and new roles
 - e) Develop a Healthy Wirral approach to recruitment and retention.
5. Wellbeing - Develop a Wirral approach to improving the wellbeing of those who work or volunteer for health and care providers.

Each of these priorities will be addressed through working groups made up of representatives from a range of sectors across the Wirral. These groups will continue to refine what can be delivered over the next 5 years and beyond.

Our Neighbourhoods: Improving Health and wellbeing where you live

Our Vision is that the Neighbourhood programme will be at the heart of improving health and wellbeing in Wirral. Wirral partners are committed to establishing true place based working building on the existing Wirral Neighbourhood Place model. We believe that by working together we will provide effective support, as close to people's homes as possible, delivered by the right person at the right time. We will work across the public sector and with the voluntary and community sector to support people to better manage their own health effectively in their local neighbourhoods.

Much has already been achieved at a place level to-date with a focus on the development of integrated teams and building strong relationships with Primary Care partners. Our initial focus on supporting better outcomes for frail people has seen a significant reduction in unnecessary hospital admissions for people aged over 65.

There are many positive examples of practical changes on the ground which has directly led to improved services for local people. These include:

- The development of service guides for Health and Care professionals in order to provide a better understanding of local support and services.
- Building strong relationships, integrated working and communication between teams delivering local services including third sector and Health partners.
- Local educational events to improve the support for local people living with long term conditions.
- Developing integrated Social Prescribing roles in local teams to respond to local needs.

The introduction of Primary Care Networks (PCN's) sets out how G.P practices will work together to improve the health of their populations through greater provision of personalised and integrated health and social care. In July 2019 the 51 GP practices in Wirral established 5 Primary Care Networks, comprising 7 delivery units. This has provided an opportunity to reaffirm Wirral's place based model of which General Practice and Primary Care services are a fundamental part. Wirral's place model will also harness the energy and input of the wider community to tackle the wider determinates of health through their understanding of local needs, and through creating strong and resilient communities.

Our programme to deliver these changes will be further optimised to support the development of Neighbourhoods. This will be driven by our local priorities in Wirral which are well aligned with national and regional priorities. The development and strengthening of our third sector as key partners is a fundamental priority for this

programme, as is collaborative working and engagement with our system together with strong clinical leadership.

This new approach will establish strong links with the wider *Healthy Wirral* and Health and Care system programmes, including digitally enabled primary care, outpatient care and giving people greater control over their own health and wellbeing.

Our local Neighbourhoods and associated networks are seen as the cornerstone of the *Healthy Wirral programme* and fundamental to the future of responsive, population health focused care, delivered close to home wherever possible and appropriate. Our streams of work have been focused on providing a clear and easy to navigate approach that interacts and links with all our partners to locally provide the best care outcomes

Our intention is to offer a local service, tailored to the needs of the local population which means:

- Population health issues are identified by detailed neighbourhood intelligence and data
- Existing strong local relationships with communities, statutory and third sector partners are supported to grow and flourish
- Neighbourhood priorities feed into a neighbourhood delivery plan that all partners recognise and support
- We help individuals and their families and carers within neighbourhoods to manage their own health effectively with the right support as, when and where they need it.
- Through intelligence driven action and mobilisation of communities, there is a measurable improvement in population health
- We drive up the quality and consistency of care, improve safety and patient experience, driven by a culture of continuous improvement

Children and Families

The vision of the Wirral Children, Young People and Families Partnership is to 'Make Wirral Great for Children, Young People and Families' by:

- Empowering and supporting families and communities to raise healthy and resilient children and young people
- Delivering action that reduces the potential of risk or harm to our children, with particular emphasis on the most vulnerable families
- Ensuring children, young people and their families have access to the right help and support at the right time, in the right place

- Reducing the need for children being looked after. For those that do require this, ensuring they are better off as a result of being in care
- Raising aspirations, celebrating achievement and improving attainment for all children and young people to reach their full potential
- Providing children with Special Educational Needs and Disabilities (SEND) access to opportunity to positively contribute to the wider community and support their transition into adulthood
- Through the wider Wirral Partnership, improving living conditions for local families through better employment, housing, transport, leisure, environment and safer neighbourhoods

The Healthy Wirral Programme has a major part to play in helping to ensure the above objectives are achieved. More specifically over the next five years, the programme will contribute to the wider partnership objectives for Children, Young People and Families by:

- Ensuring the delivery of an effective and locally integrated Healthy Child Programme
- Ensuring the delivery of a safe and effective Childhood Immunisation Programme
- Redesigning the Early Help and Prevention offer to vulnerable families (in partnership with the Local Authority), committing to a focus of resources where the need is greatest
- Reviewing and developing maternity peri-natal and post-natal care services to ensure women have choices about their care, have access to better information, have better continuity of care and are supported to make good lifestyle choices during pregnancy
- Agreeing a community 'deal' with children, young people and families, where each is clear where responsibilities lie for health and wellbeing
- Improving the mental health support offer to children, young people and families
- Developing better and more integrated care options within the community for children and young people with complex needs, so that they do not become hospital inpatients
- Training and Empowering frontline staff to work in a 'trauma-informed' way, seeking ways to break the cycle of adverse childhood experiences amongst vulnerable families

Planned Care

Planned Care

For planned care the overarching principle and purpose is to improve the pathways of care for people living with long term conditions and to have a more proactive approach towards the prevention of ill health including advice guidance, and supporting self-care. In line with

the strategy for place based care on Wirral, our aim is to move care out of the hospital and into the community and place wherever this is appropriate.

Our planned care goals are closely linked to the core aims of Healthy Wirral focused on improving people's involvement in and ownership of their own health and care. These goals are also linked with the development and enablement of our neighbourhoods to tackle the wider determinants of health. The transformation of planned care includes involvement of all our stakeholders and providers across the entire pathway of care. The involvement of an individual and their friends and family is key to how services will be delivered; the focus will be about care wrapped around the person. The use of technology and IT in promoting self-care will be integral to our approach and more patients will be able to access, and input, information regarding their health using technology

Following significant work with *Healthy Wirral* system partners and consulting with expert colleagues on what our health intelligence tells us, a number of priorities for intervention have been identified linked to those areas where Wirral is not performing as well as comparable places. The priority areas also reflect the ambitions set out in the NHS Long Term plan. Project teams have been established with key clinical leads, commissioners and provider leads to establish transformation programmes across entire pathways in each of the following areas for:

- Respiratory conditions
- Cardio Vascular Disease
- Gastro-intestinal conditions

This work will incorporate the implementation of the registries within the Wirral Care Record and will utilise the opportunities identified in the national Elective Care Handbooks published by NHS England. As part of this a focus of the transformation will be on prevention and working on reducing the long term risk for Wirral people of living more years in ill health due to long term conditions.

Healthy Wirral will continue to work on the priority areas of Cheshire and Merseyside Health and Care Partnership which are aligned to our priority areas. This will include further development of a number of pathways including:

- Stroke,
- End of life care
- Chronic kidney disease
- Diabetes
- Ophthalmology

Improvements in our cancer pathways will be linked to the work of the Cheshire and Merseyside Cancer Alliance and their five year plan. Our priority will be tackling local variation in cancer prevalence and treatment. The focus will be on prevention, increasing cancer screening uptake, and early diagnosis to enable treatment commencement without delay.

In line with the ambition of the NHS Long Term Plan and through reviewing the health intelligence about Wirral services we have identified outpatient redesign as a key strategic priority. Our work will be focused on our hospital getting the basics right and implementing

new ways of working such as advice and guidance. The aim will be to ensure that people are only asked to attend the hospital in person for an outpatient appointment when absolutely necessary. The increased use of technology will be key to improving outpatient services. We will also identify opportunities to move more services out of the hospital and into the community wherever this is possible. In future years the focus of work will explore services that could be better provided within the community and development and implementation of a model of care for long term conditions, including dermatology, gynaecology, cardiology and diabetes.

Unplanned Care

Our vision for Wirral's unplanned care services is for a responsive, reliable and efficient system that fulfils the following key principles:

- Standardised and simple access
- Services that take into account physical, mental, social and wellbeing needs of the person and where possible, involve their family and friends at every step of treatment
- Convenience and delivery closer to home wherever possible
- Achieving the 4-hour waiting standard for Emergency Department (ED)
- Staff have the right information about their patients, and patients have the right information about their care options
- All Health and Care partners working together
- Services that Wirral people are proud of and staff are proud to be a part of

Our priorities that we would aim to deliver over the next five years will be centred on three key ambitions:

- Supporting people to remain in their own homes and communities wherever possible and prevent unnecessary admissions to hospital or attendance at A&E
- Ensuring responsive and appropriate care is available when people have a need for urgent or emergency care. Focusing support on ensuring people do not have to remain in hospital any longer than they need to.
- Ensuring people receive appropriate and timely discharge from hospital to their home or home-like environment

We have identified a number of priorities that we would wish to deliver over the next 5 years to meet these ambitions and achieve our vision. Changes to services and pathways will be clinically led with involvement from across Wirral. These priorities to delivery our ambitions include:

- Ensuring that services are delivered as close to where people are when this is possible and that people are aware of the services available. This is making the best use of the resources we have to ensure we have the right services to provide the care needed in the right place at the right time, and wherever possible to avoid the need of admission to hospital through the provision of effective alternatives within the community and neighbourhoods, and empowering people to 'choose well' to access the right care for their needs.

- Enabling people to be supported to stay at home by the completion of the transformational changes to establish an enhanced Single Point of Access (SPA). This will support rapid access from the community to hospital and community services, mental health, physical health, social care and voluntary sector services.
- Develop the Urgent Treatment Centre and as a result improve the experience of people attending the Arrowe Park Site for urgent health care.
- Improve and maintain ambulance handover and turnaround times and eliminate corridor waits within our A&E department.
- Establish an Acute Frailty Service to reduce avoidable admissions for frail and elderly people; delivering comprehensive geriatric assessments in A and E and assessment units.
- Eliminate undue long hospital stays for people by ensuring that the right decisions are made and the right services are available to support people to return home or close to home as quickly and safely as possible
- Improving the 7 day home first pathway and community model to meet system requirements, optimising the opportunity for people to regain their independence in or near to their own homes
- Develop a system for integrated capacity tracking across the whole system to allow us to fully understand and plan our urgent care services across all care sectors

Mental Health

Our vision is to establish an integrated Mental Health service with seamless patient pathways, aligning primary and secondary mental health services and integrated with community level interventions including social prescribing and with wider partners such as the police and voluntary services, in order to support Wirral people to live their own lives well.

Our priorities that we would aim to deliver over the next five years will include

- Review and develop specialist perinatal mental health care to ensure increased access for women from pre conception to 24 months post birth and offer an assessment to partners of women accessing specialist care to enable support and signposting as required. In partnership with Insight Concern we are looking to develop a pilot of maternity outreach clinic to combine maternity, reproductive health and psychological therapies for women experiencing mental health difficulties.
- Ensure our planning for Children and Young People's mental health is aligned with wider plans for Children and Families including special educational needs and disability (SEND). This will include improving the access to wider NHS funded services through the Children and Young People pathway launch and a wider communication campaign. Pilot and implement joint working with adult liaison and street triage service to widen access for Children and Young Peoples crisis care. Ensure continued good standards of assessment and

treatment for eating disorders. Consider national and STP guidance re the implementation and alignment of services for 0-25 and develop project scope for implementation.

- Ensure delivery of referral treatment times and recovery targets through the development of our 'Talking Together, Live Well Wirral' services including Improving Access to Psychological Therapies (IAPT), and particularly review access to services for older adults. Fully implement Long Term Condition IAPT pathways in at least 4 condition pathways
- Consider wider community integration for Personality Disorder, Mental Health rehabilitation and eating disorder services with primary care; evaluating the learning from adult severe mental illness (SMI). Implement the recommendations from the physical health and mental health task and finish group to deliver an integrated care model in line with the neighbourhoods, initially focusing on SMI.
- Implement the enhanced Mental Health Crisis Resolution Home Treatment (CRHT) service for adults
- Ensure therapeutic acute mental health inpatient care remains appropriate to meet demand
- Continue to support the progress of the Wirral Suicide reduction programme, and improvements to suicide bereavement support, considering any wider Cheshire and Merseyside benefits.
- Ensure services are effective to provide Problem Gambling mental health support including early help and prevention approaches with children, young people and families
- Review the provision of mental and emotional health services for homeless people across Primary Care, Mental Health and Public health contracts and explore further specialist provision for rough sleepers

Learning Disabilities and Autism

Our vision is that through transformation of our all age learning disability programme we will deliver positive outcomes for Wirral residents through a preventative model which supports independence and prevents unnecessary care admissions. These intentions strive to enable people to live longer and healthier lives and ensure effective and efficient use of the financial resources available.

Our priorities that we would aim to deliver over the next five years will include

- Enhance community services in order to support people with Learning disabilities and or Autism to be able to live in the community and have a real alternative to hospital, thus preventing unnecessary admissions and facilitate timely and safe discharges.
- Further work to progress the 'Stopping Over Medication of People with a learning disability and /or autism' (STOMP) and Supporting Treatment and

Appropriate Medication in Paediatrics (STAMP) agenda with a focus on a stronger start for children and young people in line with NHS Long Term Plan recommendations.

- Ensure that we deliver the expectations of the Transforming Care Programme including:
 - Commitment to reducing the number of inpatient beds by increasing the availability of community-based support.
 - Bringing people back from out of area
 - Increase in annual health checks & increase screening rates
 - Delivering intensive support function of the community learning disability teams, adult & children
- We will continue to improve care for those with Learning Disabilities by learning from lived experience as well as from Learning Disability Mortality Reviews (LeDeR). These reviews will always be undertaken within six months of the notification of death and all reviews will be analysed to address the themes identified with recommendations being reported through a local LeDeR report.
- Commissioning and delivering post diagnostic autism services
- Ensure community services are robust and can provide the right care at the right time in the right environment in order to increase people's ability to remain in the community and increase self-management and independence where possible.
- Reduced admissions and facilitate timely discharges so that there is less reliance on inpatient facilities and ensure that nobody loses one day in the community than is necessary for their good health and well-being. We will look at the feasibility of establishing crisis and recovery housing as an alternative to hospital admission or when home care isn't appropriate
- Continuation of research to ensure that there is a range of technology to support people to maintain their independence and be supported in the community
- Increasing Annual Health Checks and screening to improve the physical health and wellbeing of people with a learning Disability or Autism and increase their opportunities to live well for longer.
- To develop more community services for people with learning disabilities and/or autism who display behaviour that challenges, including those with a mental health condition.
- We will take an integrated approach to the development and delivery of appropriate housing options for people with complex mental health and learning disabilities. This will also include looking at the feasibility of establishing crisis and recovery accommodation which is an alternative to hospital admissions or when a residential home is not appropriate.

Getting the Best from Medicines in Wirral

Medicines account for a significant amount of the money spent in health care in Wirral and are the most common healthcare intervention across the system. In 2018/19 we spent over £67M delivering over 8.5 million medicine items. The most expensive medicine is one that is not taken correctly or not taken at all and in Wirral, it is estimated that there is £2.2million of medicines waste.

Our vision is to improve health outcomes from medicines by ensuring high quality and appropriate prescribing and through improving patient information and understanding of medication regimes to ensure they are taken as intended. Our programme aspires to create an environment that supports individuals, families and communities to maximise their health, wellbeing, independence and quality of life with a greater focus on prevention, increased self-care / mutual support and early intervention, resulting in a reduction in unwarranted variation in the quality of care delivered.

We will deliver this by making best use of the clinical skills of pharmacists and pharmacy technicians working across Wirral. By working together we will optimise the impact of the medicines we use and gain the best value from our medicines expenditure to enable the use of innovative new medicines where they are available and appropriate. By focusing on quality and safety we will ensure that good value for the 'Wirral pound' is achieved whilst providing the best outcomes for people.

Resistance to antibiotics is one of the biggest challenges facing health care systems across the world. The over use of antibiotics increases the risk of resistant microbes and data shows that in Wirral the levels of antibiotic prescribing is high. In the past 5 years teams have worked hard to deliver a 12% reduction in prescriptions dispensed but there is still much we need to do to respond to this challenge.

Our people are our strongest asset and are key to our plans to optimise medicines use. This vision requires a strong workforce model to underpin our developments with staff working across our healthcare system to build a greater understanding of the challenges we face and the solutions needed to maximise our medicines outcomes.

Our focus over the next 5 years would be on the following priorities:

- Developing integrated medicines services to support our patients to get the right medicine at the right time wherever they live in Wirral
- Reducing unwarranted variation in prescribing practices in hospitals and our primary care networks to get the best outcomes from our medicines and support a sustainable future for our population
- Increasing the numbers of clinical pharmacists working in GP practices to release GP time and improve access to medicines where appropriate

- Integrating our 91 community pharmacies into their local primary care network delivery systems. Work will focus on prevention and treatment of minor ailments. With referrals from GP surgeries, NHS111 online and hospitals, community pharmacies will support General Practices to deliver the ambitions set out within the NHS Long Term Plan.
- Working alongside and signposting to social prescribers to release GP and urgent care capacity
- Increasing the number of new medicines referrals from hospital to community pharmacy to support patients to take new medicines as intended
- Maximising the impact of the electronic referral system from hospital to community pharmacy to support safe transfer of care
- Working to enable patients to self-care where appropriate to release GP and urgent care capacity
- Ensuring the effective and safe use of medicines for patients in care homes
- Continuing to explore opportunities to improve medicines outcomes for patients with mental health conditions
- Decreasing inappropriate antibiotic prescribing and course lengths to lower resistance to antibiotics.
- Maximise the use of patient's own medicines to reduce risks of medicines errors when patients move between hospital and home
- Using the Wirral Care record to support population health management in respiratory and diabetes pathways
- Developing a medicines and pharmacy services communication plan to support the health prevention and the appropriate access agenda
- Learning from errors where mistakes happen
- Building a resilient and sustainable pharmacy workforce

Reducing inappropriate antibiotic prescribing

Anti-microbial resistance (AMR) is Public Health England's highest priority and is of global importance. AMR means bacteria developing the ability to survive exposure to antibiotics which are designed to kill them or stop their growth. If we don't urgently address the problem, we may soon be unable to effectively treat common infections. Regionally AMR has been identified as a population health priority area within the Cheshire and Merseyside Health and Care Partnership (HCP).

In the Wirral we have established a multi-agency AMR Strategy group with a focus upon achieving:

- A lower burden of infection through improved infection prevention and improved vaccination uptake rates. Preventing and controlling infections will lead to fewer antimicrobial drugs being used, meaning less risk of bacteria developing resistance.
- Working in partnership to ensure the optimal use of antimicrobials and good stewardship across all sectors, improving and maintaining antimicrobial usage levels in line with national best practice.



Technology and Innovation

Achieving our vision for prevention and early intervention and delivery of services will require us to think differently and innovatively in order to give Wirral people the right tools to manage their own health more effectively and to give health and care staff the deliver high quality and safe care more responsively and effectively, and free up time for them to provide focused and preventative care. Harnessing data and digital technology will help us understand our populations' health and wellbeing better, and mobilise the right approaches to focus on providing the right care at the right time and in the right place.

New ways of assessing health risks, early diagnosis and providing preventative care are being established the new digital technology. Wirral has taken a lead on some of these areas, and particularly on how we bring together and use information to give us deep understanding of our populations' health at a local level to allow us to plan

care better, identify people at risk of illness and intervene earlier to reduce illness and help people live better with long term conditions.

Our work on the Wirral Care Record will help connect all health and care systems so that services are linked and information is not lost between different parts of the system. Patients shouldn't have to tell their story over and over again as health and care staff will be able to see up to the minute information relevant to their care

Working Together to Improve Care: Wirral Care Record

The Wirral Care Record is a great example of how new technology allows us to securely bring health and care information together from across our entire health and care system, to provide a single source of truth for every Wirral resident. The Wirral Care Record provides a holistic view of a health and care journey, supporting those who both provide and those who commission services to improve care and make insight driven decisions and ensure more consistent care .

The record uses a series of disease and wellness registries that identify the actions to best support people with specific conditions such as diabetes and provide the best services at the right time to manage health conditions, reduce the likelihood of crisis and integrate health and care delivery.

The intelligence within the Wirral Care Record will support clinicians, care teams, organisations and patients themselves to better understand, plan and deliver care at both an individual and a population level and enable targeted preventative approaches based on population health needs.

Across our neighbourhoods and care sectors we are working to deploy existing and new technology that will support people to maintain their independence, support our care providers to deliver better, safer care and deliver better outcomes for people. We will explore a range of technology options across a breadth of services, including early intervention and prevention, mobile technology, care home developments for triage and falls prevention services. It will also include the use of 'apps' and self-help systems, to support people with long term conditions and technologies to support people in complex settings to improve care outcomes and enhance people's independence and safety in their home environments

We are talking to our leading clinicians, professionals and technical experts across the Wirral Health and Care to identify the best national and local innovations and cutting edge technologies to ensure that these ideas are built into all of our programmes so that our resources are directed at the most effective solutions to prevent ill health, improve the management of health conditions, improve communication and support people to remain well and happy in their own homes and communities.

Utilising new technologies to improve services and support people to live well

The Healthy Wirral Programme is bringing partners from across health and social care together to work in new ways, using technology wherever appropriate to improve patient experience, keep people in good health for longer and to deliver new services that better meet people's needs.

- Across older people's care homes in Wirral video technology is enabling a nursing team, based at Arrowe Park Hospital, to assess and diagnose patients without the need to call paramedics or take people to A&E. This means that many frail people can be treated in their home, reducing anxiety and disturbance and the stress of attending hospital
- Digital assistants can help people with learning disabilities, dementia and poor mental health to live more independently. This equipment is tailored specifically to individual needs and can prompt people to take their medicines, show them how to complete tasks such as preparing a meal and allow them to keep in touch with friends and support workers. The devices also connect to sensors around the home to alert care workers to any problems such as falls or other emergencies.
- Working with housing partners, Wirral Council is fitting in-home sensors that work together with wearable devices to monitor wellbeing and health, enabling people to live at home safely and providing early alerts to health problems such as infections. Wearable devices with GPS and communication technologies allow people who are at risk of falling, seizures or panic attacks to leave their own homes and take part in community activities, safe in the knowledge that if they need help, family or services will be alerted.
- Wirral Council has also invested in new technologies that enable care workers to provide services more effectively and efficiently, making sure that everyone gets the care they need at the right time. New computer systems are also streamlining hospital discharge processes, matching care providers to people leaving hospital, meaning that people can go home without delay and helping the hospital free up beds for other patients.

The NHS Long Term Plan and what it means for Wirral

We all know that people across the country place a very high value on the NHS and are protective of the services it provides. However, the way in which healthcare is delivered today in the 21st century is very different to when the NHS was established in 1947 and the NHS is now facing increasing challenges for a number of reasons.

In response to these rising pressures, the NHS has published its Long Term Plan which sets out the challenges the NHS faces today and the challenges it will face in the next decade. This follows a commitment for increased funding to the NHS by the Government. The plan places a great emphasis on closer working between health and social care, helping people to stay healthy and preventing people becoming unwell. There will also be more use of digital technology and health and care staff working together as teams to deliver better care to people.

1. Doing things differently: we will give people more control over their own health and the care they receive, encourage more collaboration between GPs, their teams and community services, as 'primary care networks', to increase the services they can provide jointly, and increase the focus on NHS organisations working with their local partners, as 'Integrated Care Systems', to plan and deliver services which meet the needs of their communities.

2. Preventing illness and tackling health inequalities: the NHS will increase its contribution to tackling some of the most significant causes of ill health, including new action to help people stop smoking, overcome drinking problems and avoid Type 2 diabetes, with a particular focus on the communities and groups of people most affected by these problems.

3. Backing our workforce: we will continue to increase the NHS workforce, training and recruiting more professionals – including thousands more clinical placements for undergraduate nurses, hundreds more medical school places, and more routes into the NHS such as apprenticeships. We will also make the NHS a better place to work, so more staff stay in the NHS and feel able to make better use of their skills and experience for patients.

4. Making better use of data and digital technology: we will provide more convenient access to services and health information for patients, with the new NHS App as a digital 'front door', better access to digital tools and patient records for staff, and improvements to the planning and delivery of services based on the analysis of patient and population data.

5. Getting the most out of taxpayers' investment in the NHS: we will continue working with doctors and other health professionals to identify ways to reduce duplication in how clinical services are delivered, make better use of the NHS'

combined buying power to get commonly-used products for cheaper, and reduce spend on administration.

So what does this mean for Wirral?

Wirral will receive extra money but this is not the only answer to the things we must do to make our local health and care system work better and to be sustainable.

We also know that many people do not get the 'joined up' health and care they need because different services are provided by different organisations and this can sometimes result in delays and creates extra pressure for our local services.

Our vision for Wirral will be focused on our local priorities; however these are well aligned with the aims of the national plan. It is important that local people are involved in the development of the detailed plans to deliver our vision. Working closely with Wirral Healthwatch we have started this process by asking local people about what the changes set out in the NHS Long Term Plan should look like in your community; what you think it should do to make care better for your community and what you can do to keep well. In particular we asked:

What do you think:

- would help people live healthier lives?
- would make health services better?

And how do you think:

- it would be easier for people to take control of their own health and wellbeing?
- it would make support better for people with long-term conditions?

We received over 300 responses to the questionnaires and the following priorities were identified:

- When asked to consider what is most important to people to help them to lead a healthy life, having access to the help and treatment needed when it is wanted, having access to health information and education, access to health and wellbeing activity, access to community and transport support, and timely services to healthcare
- When people were asked what they felt was important to keep independence and stay healthy in later life, being able to stay in their own home for as long as possible was by far the most important factor. Additionally community and home support, tackling loneliness, communication and accessibility were seen as priorities

- When asked about managing and choosing support and treatment, people told us that choosing the right treatment being a joint decision between them and the relevant health and care professional is most important to them. They also felt that community care and support, finance, resources and investment, appointments and use of technology were important.
- People in the Wirral told us that being able to talk to their doctor or other health professional wherever they were, and having absolute confidence that their personal data is managed well and kept secure, were both the most important factors when interacting with the NHS.
- When we asked people to think about what needs to change to help them to successfully manage their own health and care people said better use of technology, communication and support, accessible GP appointments and information and self-help provision. People said they felt individual support for those in need in order to reassure other family members was important as well as more home care support.
- People with Cancer told us they were positive about the quality of assessment, treatment and support, as well as the time they had to wait at each stage, although access to on-going support was felt to be an important area to consider.
- People with multiple long-term conditions generally felt it was harder to access support and that communication should be improved to help this.

Using Taxpayers Money Wisely

The NHS in Wirral spends over £530 million a year on health provision. As part of the financial increases pledged within the NHS Long Term Plan Wirral is set to receive extra money over the next 5 years, but this alone will not be sufficient to support the changes that we need to make to ensure our local health and care system works better and is sustainable.

Wirral has some significant financial challenges including a forecast deficit of £14m in 2019/20 and we are consistently spending more than we receive. This has arisen at least in part because of the increases in demand for services, and in relation to the health and wellbeing challenges we have outlined earlier. Similarly our local authority services have faced significant financial challenges in recent years, alongside increasing demand for both adult and children's social services. Clearly we will need to do things differently and as part of this Healthy Wirral system partners are committed to delivering a sustainable future for our system.

We recognise that we can begin to address these challenges if our plans for the future are focused on keeping people healthy and supported in their own communities, they promote the effective use of technology and ensure that the services we provide are integrated and not duplicated.

Through our future investment in health and care in Wirral we want to change the balance between care in hospital and in the community, and increase the range and convenience of care provided in local communities. Our aim is to keep people as well and independent as possible, and reduce the pressure on our hospitals. Through the establishment of Primary Care Networks we want to ensure that your General Practices have the capacity to provide enhanced services, linked in to a wide range of community based services and support and are able to intervene earlier to prevent people's health from deteriorating. Through our neighbourhoods we want to focus on the wider influences on health and help people to manage their own health and wellbeing better, with the right support in place.

In order to get the most out of taxpayer's investment in the NHS, we will continue to work closely with health and care professionals in Wirral to ensure our clinical services are as efficient and cost effective as possible, and that we reduce any unnecessary duplication of services. We will continue to explore how we can use our buying power to reduce spend on products and medicines; ensuring that the 'Wirral pound' is invested wisely and efficiently for Wirral people. We will also seek to achieve these efficiencies through our Healthy Wirral key programmes and through the delivery of effective place-based neighbourhood health and care approaches. Our plan is to ensure that Wirral achieves financial balance as a system by 2021/22 assuming that the future resources we receive continue at similar levels to that in 2019/20.

Our strategy over the next few years is to contain our costs and minimise the amount of growth funding required for providers through the development of our Healthy Wirral programmes which will then form the basis of our additional savings plan.

DRAFT

Outcomes and Conclusions

We want to ensure that our plans are clear, focused on delivering a better place for Wirral people and they deliver clear, straightforward and understandable outcomes.

We have identified our priorities to focus on building a place that supports everyone from childhood through to older age to be as healthy and independent as they can be.

Our Key Outcomes are:

1. We create a place that supports the Health and Wellbeing of everyone living in Wirral in the places that they live
2. Through understanding our populations health we enable more people to remain healthier and independent for longer and live well
3. Families and communities are empowered and supported to raise healthy and resilient children and young people and give them the best start in life
4. Wirral people and their families feel informed and involved in managing their health and in accessing their care seamlessly from organisations that talk to each other

This Vision document is about how we would like to work towards these outcomes, which can only be achieved through combining the strengths of all our communities and partners to support each other, fully participate in community life and use the best of our resources and abilities. It is designed to stimulate discussion and debate about what a healthy future for Wirral would look like, and how we can achieve it together. We have shared what we are proud of and what concerns us, particularly where inequalities that are unacceptable and avoidable and prevent people from being as healthy and happy as possible. Our 'Healthy Wirral' partners have pledged to work collectively and in partnership on behalf of our communities and as part of the wider Wirral system to make Wirral the best it can be and ensure that we are all able to have the best possible quality of life and health.