

WIRRAL PLACE BASED PARTNERSHIP BOARD

Thursday, 13 October 2022

REPORT TITLE:	PLACE DIRECTOR OBJECTIVES
REPORT OF:	PLACE DIRECTOR (WIRRAL), NHS CHESHIRE AND MERSEYSIDE

REPORT SUMMARY

NHS Cheshire and Merseyside's Chief Executive asked each of the nine Place Directors to develop objectives with representatives from their respective places. The intention was that the objectives of the Place Director are align to, owned, and delivered by each place collaboratively.

The attached objectives were developed by the Place Director during June and July 2022 in dialogue with key system partners. The objectives reflect the ambitions of the Wirral Plan 2026 and key areas of delivery for the Wirral health and care system in 2022/23. The objectives were approved by the Chief Executive of NHS Cheshire and Merseyside in August 2022.

This report is for information. This matter affects all Wards within the Borough.

RECOMMENDATION/S

The Wirral Place Based Partnership Board is recommended to note the objectives of the Place Director (Wirral) and receive quarterly progress reports on the delivery of those objectives.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 NHS Cheshire and Merseyside's Chief Executive asked each of the nine Place Directors to develop objectives with representatives from their respective places. This report sets out the objectives for the Place Director (Wirral) as agreed with system partners and, as the Wirral Place Based Partnership Board is a meeting in public, places them in the public domain. There will also be a requirement to demonstrate progress against these objectives, which will be reported to the Wirral Place Based Partnership Board.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The option of producing objectives for the Place Director (Wirral) without reference to partners in place was discounted as it would not demonstrate the connectivity of this role to the place, would not ensure ownership by place partners of these objectives and would not be open, collaborative, and transparent.

3.0 BACKGROUND INFORMATION

- 3.1 NHS Cheshire and Merseyside's Chief Executive asked each of the nine Place Directors to develop objectives with representatives from their respective places. The intention was that the objectives of the Place Director are align to, owned, and delivered by each place collaboratively.
- 3.2 The attached objectives (Appendix 1) were developed by the Place Director during June and July 2022 in dialogue with key system partners. The objectives reflect the ambitions of the Wirral Plan 2026 and key areas of delivery for the Wirral health and care system in 2022/23. The objectives also link to the strategic aims of NHS Cheshire and Merseyside. The objectives were approved by the Chief Executive of NHS Cheshire and Merseyside in August 2022.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report, the objectives will need to be delivered with the financial envelope set for the Wirral health and care system.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The Place Director's objectives are connected to work that this already in progress in the Borough. This work should already be supported with the appropriate resources and, where it is not, discussions will be required around the resource requirements to support delivery.

7.0 RELEVANT RISKS

7.1 The Place Director's objectives are based on work that is already underway in the Borough, work that has associated delivery plans. The risks associated with these delivery plans are managed within each work programme. NHS Cheshire and Merseyside are developing a risk framework for application in each of the nine places. The Wirral Place Based Partnership Board will also be receiving a report on this at a future meeting.

8.0 ENGAGEMENT/CONSULTATION

8.1 The Place Director's objectives were developed through a dialogue with the Chair of the Adult Social Care and Public Health Committee and officers from Wirral Council. The Chief Executives of Wirral's key NHS provider trust were also engaged in this process, as were representatives from general practice and the voluntary, community, faith, and social enterprise sector. Evidence of such engagement was a prerequisite for agreement of the Chief Executive, NHS Cheshire and Merseyside to these objectives.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council and NHS Cheshire and Merseyside have a legal requirement to make sure their policies, and the way they carry out their work, do not discriminate against anyone. The Place Director's objectives have been developed with an awareness of the general duty requirements and place equality considerations. No Equality Impact Assessment is required for this report.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 Wirral Council and NHS Cheshire and Merseyside are committed to carrying out their work in an environmentally responsible manner, and these principles will guide the delivery of the Place Director's objectives in Wirral.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 Community Wealth Building in Wirral focusses on partnerships and collaboration. These partnerships are led by Wirral Council with external partners and stakeholders, including residents. NHS Cheshire and Merseyside will support the Council in community wealth building by ensuring health and care organisations in the borough have a focus on reducing health inequalities and contribute to the development of a resilient and inclusive economy for Wirral.

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APPENDICES

Appendix 1 Place Director (Wirral) Objectives

BACKGROUND PAPERS

Strategic Aims of Integrated Care Systems, accessed at: [NHS England » What are integrated care systems?](#)

NHS Cheshire and Merseyside priorities, accessed at: [Our priorities - NHS Cheshire and Merseyside](#)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

APPENDIX 1 PLACE DIRECTOR (WIRRAL) OBJECTIVES, AUGUST 2022

Strategic Aims of Integrated Care Systems

1. Improve outcomes in population health and healthcare
2. Tackle inequalities in outcomes, experience, and access
3. Enhance productivity and value for money
4. Help the NHS support broader social and economic development

No	ICS aims	Core Objective	Critical success factor (How will you measure the objective has been achieved?)	By when (Date)	Planned progress in-year (e.g. deliverable(s) and date(s) in year to support achievement)
1	1-4	Work together to deliver NHS Operational Planning Priorities 2022/23 and local Place priorities, aligned to Wirral Plan 2026 and Health and Wellbeing Strategy.	<p>Agreed Wirral Place Plan.</p> <p>Refresh Wirral Place Plan as new guidance emerges.</p> <p>Demonstrate progress of delivery of Wirral Place Plan through reporting to Wirral Place Based Partnership Board (WPBPB).</p>	<p>September 2022.</p> <p>As required.</p> <p>Initial framework for November 2022.</p>	<p>Ratification by WPBPB.</p> <p>Development of Wirral Place outcomes monitoring framework and dashboard modelled on good practice from other Places.</p>
2	1-3	Work together to enable greater independence for adults and older people in their own homes and local environment.	We will demonstrate this by delivering a virtual ward service model in Wirral during 2022/23 for frailty and acute respiratory illness.	<p>December 2022</p> <p>March 2023</p>	<p>Baseline 20 frailty beds mobilised.</p> <p>Baseline 10 acute respiratory illness beds mobilised.</p> <p>Additional 10 (total 30) frailty beds mobilised.</p>

No	ICS aims	Core Objective	Critical success factor (How will you measure the objective has been achieved?)	By when (Date)	Planned progress in-year (e.g. deliverable(s) and date(s) in year to support achievement)
					Additional 15 (total 25) acute respiratory illness beds mobilised.
3	1-2	Work together for brighter futures for our children, young people, and their families by breaking the cycle of poor outcomes for all regardless of their background.	We will demonstrate this by the delivery of the key milestones in our SEND Action Plan, moving Wirral towards the removal of the Statement of Action.	March 2023	The SEND Action Plan is monitored by the Department for Education and NHS England. Progress and milestones will be demonstrated in reporting to these organisations, which will be shared with WPBPB.
4	1-2	Work together to provide happy, active, and healthy lives for all, with the right care, at the right time to enable residents to live long and healthier lives.	<p>We will demonstrate this through developing enhanced case finding for hypertension, using digital technologies (AccuRx), and working with Primary Care Networks, to identify those most at risk and provide appropriate support.</p> <p>80% of people that are diagnosed with hypertension receive treatment, according to the target in NICE guidelines.</p>	<p>March 2023</p> <p>January 2023</p> <p>March 2023</p>	<p>No. of new Hypertension diagnoses in the past 12 months. (Variable by PCN) Baseline: 2,430 (Total no. of Hypertension Floreys sent Jan22-Jun22) Target:– 7,000 (Aug22-Jan23 - 5% monthly increase per PCN from Jun22 onwards) (To be validated by clinical lead)</p> <p>BPQI Toolkit uptake increase Baseline: 78% Target: 90% by Mar23 (To be validated by clinical lead)</p> <p>Increased response rate for Hypertension floreys Baseline: 35% Target: 50% by Mar23 (To be validated by clinical lead)</p>

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				<p>March 2023</p> <p>March 2023</p>	<p>BP@Home recordings for Hypertensive patients Baseline: 4,270 Aug21-Mar22 Target: 4,700 Aug22-Mar23 (10% increase) (To be validated by clinical lead)</p> <p>Metrics dashboard (under development): https://app.smartsheet.eu/b/publish?EQBCT=b2b16fec7e44bbc806d79cd62f182f9</p>
5	3-4	Work together for a prosperous, inclusive economy - helping businesses to thrive and creating jobs and opportunities for all.	We will demonstrate this by producing a health and care workforce strategy and plan for Wirral that supports integration and collaboration in our place, across organisations.	<p>September 2023</p> <p>January 2023</p> <p>March 2023</p>	<p>Re-establish Wirral Place Workforce Group.</p> <p>Wirral Place workforce strategy and implementation plan.</p> <p>An increase in available Care and Reablement Workforce from baseline levels and a concomitant reduction in turnover.</p> <p>Current Baseline Workforce:828</p> <p>Trajectory: To be determined</p>
6	1-3	Work together to ensure that primary care is integrated into	Engage primary care (general practice, community optometry, community pharmacy and	September 2022	<p>Secure representation from primary care on WPBPB and Primary Care Committee.</p> <p>Secure representation from primary care in</p>

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		Place governance and delivery mechanisms in Wirral.	community dental services) in governance and engagement arrangements in Wirral. Support PCNs to become the essential core building block for integrated care.	October 2022 Ongoing October 2022 October 2022 October 2022 December 2022	Wirral Provider Partnership arrangements. Ongoing engagement with Local Representative Committees, Primary Care Council, Primary Care Network Clinical Directors and emerging Wirral Primary Care Collaborative. Engage PCNs in development of revised neighbourhood/care communities strategy for Wirral. Ensure primary care is engaged in the Wirral Provider Partnership. Revisit PCN maturity matrix (October 2021) and update assessment, with the addition of peer feedback. Develop plan to progress each PCN at least one step on the framework/maturity matrix.
7	1, 2 and 4	Work together to mitigate the impact of cost-of-living increases on our population	We will work together to mitigate the potential impact of cold homes and fuel poverty on our population and health and care services in Winter 2022/23.	Complete	Complete the baseline assessment tool for Excess winter deaths and illnesses associated with cold homes (NICE public health guideline NG6). Consider the outcomes of the baseline assessment tool and how these will impact on

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				August 2022 September 2022 October 2022	place-based actions. Wirral Council to lead a strategic, population-based approach to mitigation of cost-of-living increase. Health and care to augment and align with this strategy and support operational delivery. Use local population health intelligence to target those cohorts who are at greater risk of fuel poverty and ill health, developing campaigns and targeted interventions involving all partners in Wirral.
8	3 and 4	Work together to maximise the use of public sector estate and ensure that this is linked to Wirral Council's Local Plan and regeneration work.	Ensure that Wirral place governance links health and care providers into Wirral Council's Strategic Estates Board (SEB). Produce an integrated Estates Strategy	September 2022 September 2022 September 2022 October 2022 November 2022	Representation from NHS on SEB. Ensure Wirral Health and Care Estates Group has inclusive membership. Establish Finance, Investment and Resources Group to report to WPBPB, through which estates and sustainability issues will be reported. Baseline of current estate owned or leased by health and care sector. Align NHS provider's strategic estates deliverables and work plans, considering Wirral SEB intentions and NHS Cheshire and Merseyside requirements.

No	ICS aims	Core Objective	Critical success factor (How will you measure the objective has been achieved?)	By when (Date)	<i>Planned progress in-year</i> <i>(e.g. deliverable(s) and date(s) in year to support achievement)</i>
				December 2022 February 2023	Draft strategy produced. Final strategy agreed.