

APPENDIX 1 PLACE DIRECTOR (WIRRAL) OBJECTIVES UPDATE

Simon Banks, Place Director (Wirral)

Objectives – 2022/23

August 2022

Progress Update as of 5th December 2022

Strategic Aims of Cheshire and Merseyside Integrated Care System

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/Update (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</p>	<p>September 2022.</p> <p>As required.</p> <p>November 2022.</p>	<p>Ratification by Wirral Place Based Partnership Board (WPBPB).</p> <p>Update: Completed - This was ratified at the WPBPB in October 2022, September meeting postponed.</p> <p>Update: Awaiting planning guidance 2023/24.</p> <p>Development of Wirral Place outcomes monitoring framework and dashboard modelled on good practice from other Places.</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
			Board (WPBPB).		Update: In progress, work ongoing across places in NHS Cheshire and Merseyside to develop reporting approach.
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.	December 2022 March 2023	<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> <p>Additional 15 (total 25) acute respiratory illness beds mobilised.</p> <p>Update: Both Virtual Wards went live on 31st October 2022. Respiratory are on track to support 58 patients in the first month while frailty may be slightly short of achieving the target of 40 patients due to a delayed start date for staff.</p> <p>Recruitment has taken place to increase bed numbers for the end of December 2023, bed numbers will be increased in line with recruitment to ensure safe patient care</p> <p>Beds planned to increase for both services: 10 November and December 2022, 20 beds January – March 2023 and 30 beds April 2023 onwards.</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
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>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><u>Nov-22 Update:</u> Target: 7,000 additional floreys to be sent from Aug-22 to Jan-23. Actual (Oct-22): 5,366 Status: On track</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
				March 2023	BPQI Toolkit uptake increase Baseline: 78% Target: 90% by Mar23 (To be validated by clinical lead)
				March 2023	<u>Nov-22 update:</u> Target: 90% by Mar23 Actual (Oct-22): 98% Status: Achieved
				March 2023	Increased response rate for Hypertension floreys Baseline: 35% Target: 50% by Mar23 (To be validated by clinical lead) <u>Nov-22 update:</u> Target: 50% by Mar23 Actual (Oct-22): 42% Status: On track BP@Home recordings for Hypertensive patients Baseline: 4,270 Aug21-Mar22 Target: 4,700 Aug22-Mar23 (10% increase) (To be validated by clinical lead)

No	ICS aims	Core Objective	Critical success factor (How will you measure the objective has been achieved?)	By when (Date)	Planned progress in-year/Update (e.g. deliverable(s) and date(s) in year to support achievement)
					<p>Nov-22 update: Target: 4,700 between Aug22-Mar23 Actual (Oct-22): 2,527 Status: On track</p> <p>Healthy Wirral Hypertension Metrics dashboard: https://app.smartsheet.eu/b/publish?EQBCT=e6259812e40944549ea4d7a6698f6ff3</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.	September 2022 January 2023	<p>Re-establish Wirral Place Workforce Group.</p> <p>Update: In progress. Group membership established and initial meeting held. Key presentations on Primary Care and VCFSE Workforce issues. Awaiting establishment of Provider Partnership Board and associated governance in order to establish the enabling group and provide strategic oversight.</p> <p>Wirral Place workforce strategy and implementation plan.</p> <p>Update: A Wirral Place workforce strategy and implementation plan will not be completed for January 2023. This is work in progress.</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
				March 2023	<p>Progress has been made in Care Market Workforce plans. Recruitment programme established, Real Living Wage rates agreed with providers, Incentive schemes developed including e-Bike loans and Care Friends incentive scheme to encourage new workforce.</p> <p>Engagement with College and Sixth Form Heads around Health and Care workforce position, and entry level opportunities, including 'T' level.</p> <p>Human Resources Directors and Workforce Leads for Wirral Place contacted to complete workforce questionnaire to inform strategy</p> <p>An increase in available Care and Reablement Workforce from baseline levels and a concomitant reduction in turnover. Baseline Workforce:828</p> <p>Trajectory: Increase in number of staff in Domiciliary Care Agencies to 1,217 by March 2023.</p> <p>Update: October 2022, 1,206 against target of 1,187. Turnover: 79 new starters, 54 leavers.</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
6	1-3	Work together to ensure that primary care is integrated into Place governance and delivery mechanisms in Wirral.	Engage primary care (general practice, community optometry, community pharmacy and community dental services) in governance and engagement arrangements in Wirral. Support PCNs to become the essential core building block for integrated care.	September 2022 October 2022 Ongoing October 2022	Secure representation from primary care on WPBPB and Primary Care Committee. Update: Partially completed. Primary care represented on WPBPB. Primary Care Committee is now a Primary Care Group, representation still being secured. Secure representation from primary care in Wirral Provider Partnership arrangements. Update: Primary Care will be represented on Wirral Provider Partnership. First meeting held on 5 th December 2022. Ongoing engagement with Local Representative Committees, Primary Care Council, Primary Care Network Clinical Directors and emerging Wirral Primary Care Collaborative. Update: Engagement with primary care through these mechanisms continues. Engage PCNs in development of revised neighbourhood/care communities strategy for Wirral.

No	ICS aims	Core Objective	Critical success factor (How will you measure the objective has been achieved?)	By when (Date)	Planned progress in-year/Update (e.g. deliverable(s) and date(s) in year to support achievement)
				<p>October 2022</p> <p>October 2022 March 2023</p>	<p>Update: Project plan has been prepared to re-establish the neighbourhood programme and this is now out for feedback from Wirral. This includes meetings with key primary care representatives to ensure their involvement in the development and delivery of the programme. Primary Care Network (PCN) representatives are to be members of the Steering Group and each of the 9 Neighbourhood Core groups.</p> <p>Ensure primary care is engaged in the Wirral Provider Partnership.</p> <p>Update: See above, completed.</p> <p>Revisit PCN maturity matrix (October 2021) and update assessment, with the addition of peer feedback.</p> <p>Update: Maturity matrix not updated with PCNs peer feedback due to new Enhanced Access service plan development/mobilisation through August to September 2022 and commencement of the from 1st October 2022; plus revised submissions required on new</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
				December 2022 March 2023	<p>NHSE System Development Fund which incorporated previously PCN Development Fund used for organisational development, re-purposed as GP Transformation Fund – bids submitted during October/November 2022 – awaiting final decisions from NHSE on bids – given the additional work to be completed by PCNs with their SDF allocations, proposed revised “By when” date is March 2023.</p> <p>Develop plan to progress each PCN at least one step on the framework/maturity matrix.</p> <p>Update: Propose revising date to fit with previous update so March 2023.</p>
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 August 2022	<p>Complete the baseline assessment tool for Excess winter deaths and illnesses associated with cold homes (NICE public health guideline NG6).</p> <p>Consider the outcomes of the baseline assessment tool and how these will impact on place-based actions.</p> <p>Update: Completed review, has influenced response by health and care to cost of living challenges.</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
			Produce an integrated Estates Strategy	September 2022 October 2022	<p>A key priority in Wirral is the development of Wirral Health and Social Care Joined up Strategy Prospectus, progress is good with the intention of sharing at system leader workshops early 2023.</p> <p>Sustainability Group: Developing the ToR for the Wirral Place Sustainability Group and a cycle of business for the year ahead. National Climate Adaptation Risk Assessment pilot expected to commence in next couple weeks (WUTH is one of 4 Trusts in C&M who are part of the Pilot study) - we will report progress to the Wirral Place Sustainability Group.</p> <p>Establish Finance, Investment and Resources Group (FIRG) to report to WPBPB, through which estates and sustainability issues will be reported.</p> <p>Update: FIRG met for first time in November 2022.</p> <p>Baseline of current estate owned or leased by health and care sector.</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
					<p>Update: Asset Baseline: Through the Wirral SEG membership we have developed an asset capture tracker.</p> <p>There has been a good response to the Asset capture database with 8 out of 10 partners responding.</p> <p>Next Steps is to validate the data received and consolidate this, which is being developed in collaboration with programme support Health Wirral Programme Director. This will identify key Estate's information to support Estate's place plans.</p> <p>NHS Strategic Health Asset Planning and Evaluation (SHAPE) is available, however; the review indicated that SHAPE is out of date. Additionally established Electronic Property Information Mapping Service (EPIMS) as the Council led system for property captures. May need to consider investment in one system approach and onward management to ensure date is kept up to date.</p> <p>There was a Liverpool City Region (LCR) place plan workshop on 21st November 2022 (GB Partnership led) to build on the work GB</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
				<p data-bbox="1111 639 1263 708">November 2022</p> <p data-bbox="1111 1270 1263 1339">December 2022</p>	<p data-bbox="1352 349 2002 600">Partnership have been undertaking on behalf of Liverpool City Region Combined Health Authority. This commission is looking to develop Place Estates plans which incorporates a baselining exercise of estates information the data collected at WSEG level will support this commission.</p> <p data-bbox="1352 639 2002 783">Align NHS provider’s strategic estates deliverables and work plans, considering Wirral SEB intentions and NHS Cheshire and Merseyside requirements.</p> <p data-bbox="1352 823 2018 1007">Update: C&M SEB stood down for several months causing some delays in understanding C&M aspirations, both strategic and operational delivery requirements, where Wirral can underpin.</p> <p data-bbox="1352 1046 1995 1222">In the meantime, Wirral SEG needs to focus its efforts developing an understanding of Wirral place strategic plans to ensure appropriate estates strategies enable clinical and back-room office requirements.</p> <p data-bbox="1352 1270 1700 1302">Draft strategy produced.</p> <p data-bbox="1352 1342 1839 1374">Update: Identified that C&M have</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/Update (e.g. deliverable(s) and date(s) in year to support achievement)
				February 2023	<p>collaborated with LCR and appointed GB Partnerships to develop One Public Estate (OPE) Wirral Place Estates Strategy and WSEG support will inform the overarching OPE Wirral place estates strategy.</p> <p>Final strategy agreed.</p> <p>Update: OPE set for completion March 2023 via GB Partnerships.</p>