

**WIRRAL PLACE BASED PARTNERSHIP BOARD****12<sup>th</sup> JANUARY 2023**

<b>REPORT TITLE:</b>	<b>WIRRAL DELIVERY PLAN – DELIVERY UPDATE</b>
<b>REPORT OF:</b>	<b>ASSOCIATE DIRECTOR FOR TRANSFORMATION AND PARTNERSHIPS (WIRRAL) NHS CHESHIRE AND MERSEYSIDE</b>

**REPORT SUMMARY**

The Wirral Delivery Plan outlines the Wirral Place key health and care priorities for 2022/23 and how we will adopt a new way of working by adhering to the principles shared in the Plan that will underpin how we will work together on the delivery of our Plan. This report shares an update of progress against our key priorities for 2022/23.

The Plan has been developed collaboratively between commissioners and providers and is cognisant of key national and local strategic plans and policies.

This Wirral Delivery Plan was approved by the Wirral Place Based Partnership Board in September 2022. This matter affects all Wards within the Borough.

**RECOMMENDATION/S**

The Wirral Place Based Partnership Board is asked to note the update of the progress of the key priority programmes within the Delivery Plan.

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

- 1.1 This report sets out the key health and care priorities that the Wirral Place will need to deliver this year or progress on significantly. There are a number of work streams underway in Wirral to deliver improvements to our services and the experience and outcomes of those that use our services. This plan has been developed collaboratively with commissioners from NHS and the Local Authority and our key providers. By asking for the Wirral Place Based Partnership Board to note the updates of progress against the work streams it will enable progress to be shared across Wirral.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 The Delivery Plan is a collaborative plan across the Wirral Place and therefore the update on progress against delivery of the Plan does require to be noted by the Wirral Place Partnership Board.

### **3.0 BACKGROUND INFORMATION**

- 3.1 Imminent changes to the way we work together as a result of the new Health and Care

Act, the adult social care reform white paper, the impact of the pandemic and the fuel poverty crisis will require us to work differently this year.

- 3.2 The Delivery Plan was approved in September 2022 and outlines the Wirral Place key

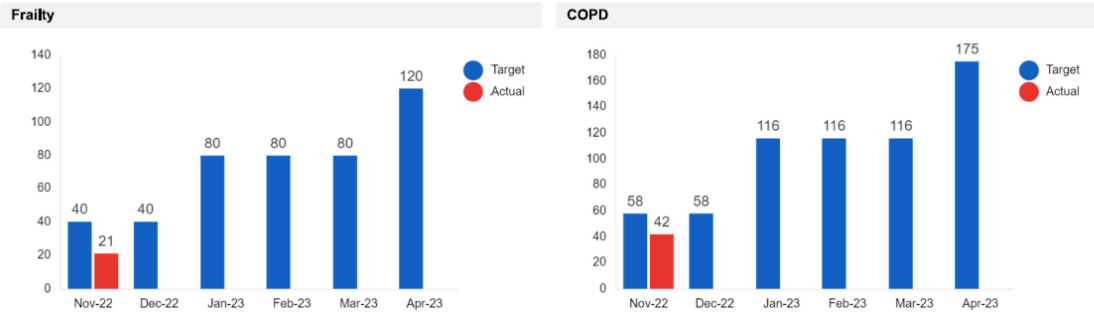
health and care priorities for 2022/23 and how we will adopt a new way of working by adhering to the principles that will underpin how we will work together.

- 3.3 This update shares the progress to date of the top key priorities within the Delivery Plan as below:-

3.3.1. SEND (Special Educational Needs and Disability) the progress against the statement of action has already been shared with the Board in September 2022. The work involved in delivering the statement of action now also includes the priority within the Delivery Plan of improving the transition planning for young people with complex needs.

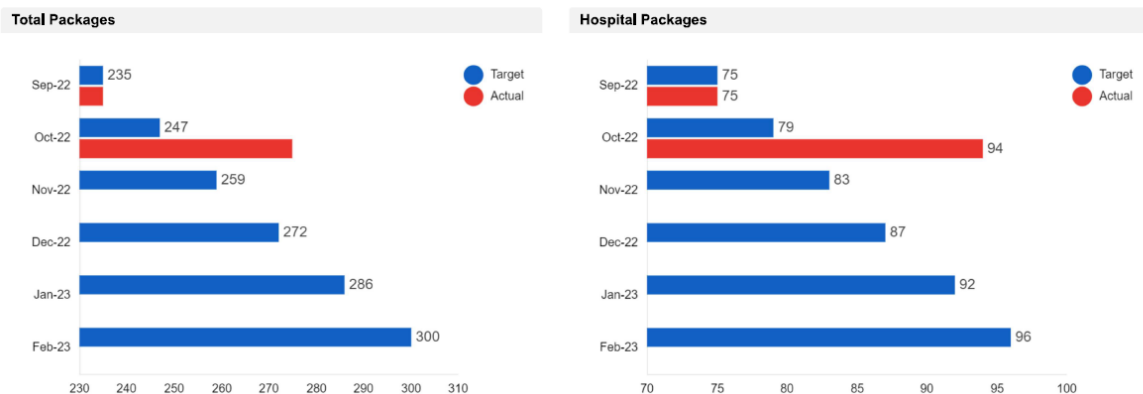
3.3.2 Virtual wards are now established on Wirral and this programme enables people to be cared for at home and not within the hospital. This programme is a national ask of the NHS to set up virtual wards for people diagnosed with frailty and also respiratory complications. Both virtual wards are below their targets for the number of patients as a result of delays in recruitment to the clinical team. The performance for November 2022 is shown in the charts below. These show that the Frailty Virtual Ward has received 21 patients against a target of 40 and the Respiratory Virtual Ward (titled COPD) has received 42 patients against a target of 58.

### Virtual Wards



3.3.3 The Care market sustainability programme has a number of initiatives to increase the pick up rate for new packages in domiciliary care and also care homes responsiveness to new admissions from hospital patients. The programme has achieved its goals and the below chart shows the actual rate of domiciliary care pick up against the programme trajectory. The charts show that in October 2022 the total pick up rate for packages of care was much higher than the target of 247. Of the new packages of care for people leaving hospital the performance was 94 against the target of 79.

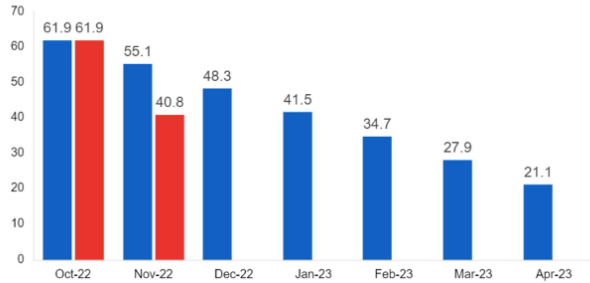
### Domiciliary Care Pick-up Rates



3.3.4 As part of the Discharge to Assess and Reablement programme we are testing a new model of enabling people to go home from hospital and to then have an assessment of their ongoing care needs at home rather than as a patient within a Discharge to Assess in patient facility. This is known as 'home first' and initial results are very positive and at the time of writing this report 339 have been discharged via the home first scheme and of them only 53 required on going care, showing the important of assessment in people's homes. The aim of this programme is also to reduce the length of stay in our Clatterbridge Intermediate Care Centre (CICC) and the below chart demonstrates the progress made to date. The chart shows that the average length of stay in November 2022 was 40.8 days against the target of 55.1 days

## Home-First / Reablement Service

### CICC Length of Stay



3.3.5 To reduce mental health adults out of area placements to zero is a national requirement that we are expected to meet. Unfortunately little progress has been

made in moving towards zero out of area placements. As of 17/11/2022 there were 10 Wirral residents placed out of area of our mental health provider Cheshire Wirral Partnership NHS Foundation Trust. The long lengths of stay of existing patients and the number of patients that are clinically ready for discharge but remain in hospital are the primary reasons. A number of actions are being taken to try and improve the current position which include an additional 7 adult acute beds being open in December 2022.

3.3.6 A programme of work is now underway to refresh the Wirral Neighbourhood model. Our plan is that neighbourhoods and communities will form the foundation for how we, on Wirral, and our health and care system will tackle health inequalities. This will be a bottom up, community asset approach and the relationships with people and the full range of organisations in each of our 9 neighbourhoods will be key. Each neighbourhood will review their population health data and use their local intelligence to agree what their priorities will be to tackle their health inequalities. The focus will be on prevention, but broader than a clinical approach, it will also focus on the wider determinants of health.

3.3.7 The programme to review our Workforce plan has progressed and an Enabling Group has been established and an initial meeting held. A decision was made to await the establishment of the Wirral Provider Partnership Board and associated governance in order to fully establish the enabling group and provide strategic oversight for the development of a Wirral Place workforce strategy and implementation plan. However work has progressed in Care Market Workforce plans. A recruitment programme has been established, Real Living Wage rates agreed with providers and incentive schemes developed including e-Bike loans and Care Friends incentive scheme to encourage new workforce. Recruitment events around the borough including New Brighton Pavilion and Arrowe Park Hospital have resulted in uptake of posts from new entrants. An increase in available Care and Reablement Workforce from baseline levels and a concomitant reduction in turnover has been observed following the work undertaken. Data for October shows the

following:

- Number of Staff by end October 2022: 1206 against target of 1187
- Turnover (Oct): 79 new starters, 54 leavers

3.3.8 Work has been undertaken this year to increase the uptake of Direct Payments and there are a number of actions agreed. One such example is to increase the

number of appropriately trained staff that will be able to support people with more complex needs that are eligible for direct payments. The intention is to provide training pathways for Personal Assistants (PAs) enabling them to access opportunities to enhance their skill set leading to more people in need of specialist support being able to access a Direct Payment. Developing a skilled workforce could support more people to stay at home and reduce reliance on costly commissioned services and out of area placements. As a result, a stratified rate of pay could be introduced to reflect the skill set of PAs. Cheshire and Merseyside Integrated Care System has priority actions for increasing the utilisation of Personal Health Budgets (PHBs) and Wirral Place is involved in this work. This includes:-

- Developing a best practice peer supported network to spread utilisation
- Inclusion in scope of the Continuing Health Care operating model review to streamline and standardise commissioning practices for PHBs as business as usual.
- Working with the voluntary sector to stimulate innovation, increase uptake and remove barriers to use of PHBs through a Dragon's Den to fund innovation at Place.

## **4.0 FINANCIAL IMPLICATIONS**

4.1 There are potential financial implications arising from this report, the work programmes that are a key priority, particularly for the delivery of additional capacity across the Wirral Place during the winter have already required additional funding which have been agreed by Wirral key partners. For the majority of the Plans there is an expectation that they will need to be delivered with the financial envelope set for the Wirral health and care system. If there are further calls on resources beyond those mentioned above, approval will be sought through the appropriate processes.

## **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 Delivery Plan includes programmes of work that are already in progress in the Borough and a number of these are 'must do's' for the Wirral Place to complete. 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 Within the Delivery Plan there are some 'must do's that do require to be completed within timescales during 2022/23. The Plan and its deliverables will be monitored monthly and escalation to key partners will take place if progress of achievements and expected outcomes are not realised. Alongside this, the risks associated with each of the programmes within the Delivery Plan are managed within each work programme. The Wirral Place Based Partnership Board will also be developing a risk framework.

## **8.0 ENGAGEMENT/CONSULTATION**

8.1 The Wirral Delivery Plan has been developed collaboratively across commissioners of both NHS and Wirral Council and also the Directors of Strategy and Chief Operating Officers of our key NHS providers. The Delivery Plan has also been shared with the Chief Executives of Wirral's key NHS provider trust.

## **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. Within the Delivery Plan there is a framework for our approach to tackling health inequalities and each programme of work will complete impact assessments to ensure any adverse impact is identified and mitigating actions but in place where possible.

## **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.

**REPORT AUTHOR:** **Nesta Hawker**  
Associate Director for Transformation and Partnerships (Wirral)  
NHS Cheshire and Merseyside ([nesta.hawker@nhs.net](mailto:nesta.hawker@nhs.net))

## **APPENDICES**

N/A

## **BACKGROUND PAPERS**

- NHS Core 20 plus 5
- NHS Planning Guidance 22/23
- Wirral Plan 2021 – 26
- Health and Wellbeing Strategy
- Statement of Education Needs and Disability (SEND) Wirral Statement of Action
- Wirral Delivery Plan

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Wirral Partners Board</b>	<b>September 2022</b>