

WIRRAL PLACE BASED PARTNERSHIP BOARD**28th SEPTEMBER 2023**

REPORT TITLE:	STRATEGY AND TRANSFORMATION GROUP HIGHLIGHT REPORT
REPORT OF:	PLACE DIRECTOR (WIRRAL), NHS CHESHIRE AND MERSEYSIDE

REPORT SUMMARY

NHS Cheshire and Merseyside is working with each of the nine Places in the Cheshire and Merseyside Integrated Care System (ICS) to establish robust governance and assurance mechanisms through strong partnership arrangements. The Wirral Place Based Partnership Board (WPBPB) is the forum where NHS Cheshire and Merseyside will conduct business pertaining to the Borough transparently in the public domain and in collaboration with system partners. These arrangements will also support further delegation of decision making and resources to each Borough.

The WPBPB is supported by four key governance and assurance groups. This paper is a highlight report from the Strategy and Transformation Group.

This matter affects all Wards within the Borough.

RECOMMENDATION/S

It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group and continues to receive updates as a standing agenda item.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Strategy and Transformation Group has been established to develop and review Wirral place strategic and operational plans to deliver national, Cheshire and Merseyside and local priorities. The Group will ensure that these plans secure continuous improvement, with a focus on health inequalities, and are delivered within financial allocations. The Group will receive assurance on the delivery of strategic and operational plans and associated work programmes.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options were considered as it has been agreed that this group is required as part of NHS Cheshire and Merseyside's governance and assurance arrangements in Wirral.

3.0 BACKGROUND INFORMATION

- 3.1 This report covers the meeting of the Strategy and Transformation Group (STG) held on 20th July 2023 and 17th August 2023. There is a STG meeting scheduled for 21st September 2023, a report from this meeting will be submitted to the Wirral Place Based Partnership Board in October 2023.
- 3.2 The meeting held on 20th July 2023 considered the following items of business.
- 3.2.1 **Governance Update:** The Group received an update on the outcomes of the Wirral Place Based Partnership Board held on 22nd June 2023, at which the Governance Manual was approved. The Group was updated on the next steps in developing Place governance, including a review of the Terms of Reference of supporting groups such as the STG. There will also be work on a risk register for the Group.
- 3.2.2 **Moderation Exercise:** The Group received a presentation from the Associate Director of Finance and Performance (Wirral), NHS Cheshire and Merseyside on the outcomes of the moderation exercise to prioritise the 2023/24 financial allocations for the urgent and emergency care system. This has enabled the Unscheduled Care Programme to prioritise delivery activities in 2023/24.
- 3.2.3 **Wirral Mental Health Urgent Response Centre – Strategic Outline Case:** The Group discussed a strategic outline case for the development of a mental health Urgent Response Centre (URC) in Wirral. The proposal is to co-locate several urgent care teams both within Cheshire and Wirral Partnership NHS Foundation Trust and external partners to enhance the collaborative approach to deliver person centred care to people in mental health crisis. The development of the URC would enhance a first response approach to delivering an urgent care mental health response for people in crisis who do not require Emergency Department attendance.
- 3.2.4 There are opportunities for a system wide response which is deployed from the First Response Service, Children and Young People, Urgent Support Teams and other partners will support effective triage and divert from ED into the community assets which will include Crisis Cafes and peoples' own homes. This would reduce footfall

through local Emergency Departments. The URC would create a centralised point within Wirral footprint for all urgent mental health work requests and distribute the need and demand across existing services in a co-ordinated way, utilising all the different skills within the teams. Staff would work across community and Emergency Department as part of the urgent mental health response. This would reduce the peaks and troughs of individual service demand and level the overall response. This function would also support North West Ambulance Service and Police forces, and therefore ensure people with mental health needs are not being conveyed to ED unless they required physical health interventions (e.g. those who have self-harmed). The proposal would also support ED pressures and reduce the risk of vulnerable people with mental health needs being unnecessarily conveyed to ED with the ethos of the centre being home/community first.

3.2.5 The Group supported the proposal and agreed that it needed further discussion at the Wirral Place Based Partnership Board.

3.2.6 **Wirral Place Dementia Strategy 2022-2025 Update:** The Group reviewed the Quarter 1 update on the Wirral Dementia Strategy 2022-2025. The Wirral Dementia Strategy 2022-2025 is a joint strategy across the health and social care system which aims to improve the quality of dementia care across the borough. The Wirral Place Dementia Strategy 2022-20255 aims to bring greater alignment of services and more creative responses to people's needs. It focuses on improving the quality of dementia care across Wirral Place by:

- Improving diagnosis.
- Support and care after diagnosis.
- Enabling people to live well in their homes for longer.
- End of life care.
- Education training and workforce.

The Group noted the work underway to deliver the aims of the strategy.

3.2.7 **Programme Reporting and Work Programme:** The STG discussed proposals for programme reporting, to ensure that there is oversight and assurance of the work streams that will be delivered as part of the Wirral Health and Care Plan. Once programme reporting had been agreed a work programme for the STG would be developed. It was agreed that a proposal for programme reporting should be brought to the July meeting.

3.3 The meeting held on 17th August 2023 considered the following items of business.

3.3.1 **Winter Planning 2023/24:** The Group received an update on the requirements for Winter Planning. NHS Cheshire and Merseyside will be coordinating a response across all nine Places. The Wirral Place response will be supported by the Unscheduled Care Programme.

3.3.2 **Right Care, Right Person:** Right Care, Right Person (RCRP) is a national programme aimed at ending the inappropriate and avoidable involvement of police in responding to incidents involving people with mental health needs. It has the support of the Home Office, Department of Health & Social Care, the National Police Chiefs' Council, Association of Police and Crime Commissioners, and NHS England.

- 3.3.3 Police forces are the lead organisations for the implementation of RCRP. Detailed guidance will support the implementation of RCRP by strong partnerships between police forces, health bodies and local authorities in a way that best meets the needs of the local population and the shared aims of the agencies involved.
- 3.3.4 The RCRP approach creates a threshold to assist police in making decisions about when it is appropriate for them to respond to incidents, including those which relate to people with mental health needs. The threshold for a police response to a mental health-related incident is:
- to investigate a crime that has occurred or is occurring by or towards the person; or
 - to protect people, when there is a real and immediate risk to the life of a person, or of a person being subject to or at risk of serious harm.
- 3.3.5 The threshold should be used in a way that is responsive to dynamic and changeable situations and may be used in conjunction with appropriate joint-working models that are set up between the police and health agencies locally.
- 3.3.6 When the police have responded to an incident, but the threshold is no longer reached, there should be a timely transfer of support to mental health or other suitable services. Under RCRP local areas will be working towards handovers taking place within one hour, which will require a coordinated approach with NHS acute trusts, mental health providers and the police.
- 3.3.7 Cheshire Police and Merseyside Police have established strategic and operational groups to support a phased implementation of RCRP. They are both committed to work collaboratively with partners across the Integrated Care System (ICS). NHS Cheshire and Merseyside has also engaged with British Transport Police.
- 3.3.8 There is a significant amount of activity underway through the Cheshire and Merseyside Mental Health Programme, specifically through the Crisis Care work stream, that complements RCRP implementation. This includes developments such as crisis cafés, the development of Mental Health Urgent Response Centres, crisis line improvements and expansion including First Response Incident Support Service (FRISS) and access to specialist ambulances. There are also specific actions being taken to improve s136 processes and responses.
- 3.3.9 The Group discussed the impact RCRP on the Wirral system. Merseyside Police are the responsible service for the implementation of RCRP in Wirral and will be working with NHS Cheshire and Merseyside, Cheshire and Wirral Partnership NHS Foundation Trust, Wirral Council and Wirral University Teaching Hospitals NHS Foundation Trust over the coming months.
- 3.3.10 **Intermediate Care Beds Review:** In June 2021, NHS Wirral Clinical Commissioning Group (CCG) agreed to commission a new Discharge to Assess (D2A) bed-based model for “people who are clinically optimised and do not require an acute bed but may still require care services provided with short term, funded support”. The main component of this model was to consolidate existing intermediate care beds provided across five existing sites into three wards comprising of 71 beds at the Clatterbridge Hospital site. These are referred to as the “CICC beds”.

3.3.11 NHS Cheshire and Merseyside and Wirral Council are undertaking a review of the existing service provision, delivery of expected outcomes and return on investment. The review is taking place alongside a longer-term place-based capacity and demand modelling exercise to inform future commitments to intermediate care provision in Wirral. The procurement of future requirements and contract award to a preferred provider will follow the outcomes of the second phase of the review.

3.3.12 The Group received an update on the progress being made in this review. The review is expected to conclude in December 2023 to inform decision making in early 2024.

3.3.13 **Programme Reporting and Work Programme:** The Group approved the reporting arrangements for key work programmes. Each programme Senior Responsible Officer (SRO) will provide a monthly progress update using SmartSheets. Each Month a Deep Dive will be presented by a Programme SRO, or person nominated by the SRO, as part of the STG agenda. The order of these Deep Dives was agreed by the Group as below:

- Phase 1: Cancer, Elective Care and Diagnostics
- Phase 2: Digital Maturity, Children and Young People and Neighbourhoods
- Phase 3: Maternity, Mental Health and Learning Disabilities and Autism
- Phase 4: Population Health Management, Primary and Community Care and Medicines Optimisation

3.3.14 The Group also discussed whether there should be Executive Sponsors for each work stream. It was also suggested that Estates and Sustainability could report to the STG rather than the Place Based Partnership Board.

4.0 FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from this report.

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 Wirral Council are supporting the Wirral Place Based Partnership Board and, when required, the Joint Strategic Commissioning Board. NHS Cheshire and Merseyside will support the remaining governance and assurance infrastructure.

7.0 RELEVANT RISKS

7.1 NHS Cheshire and Merseyside is developing a risk management and assurance framework, which will be applied to the organisation's business in each Place. This will be considered by the Place Based Partnership Board in October 2023.

8.0 ENGAGEMENT/CONSULTATION

8.1 Engagement with system partners has taken place in the development of the Terms of Reference for the Strategy and Transformation Group. This is a group that has been agreed as part of NHS Cheshire and Merseyside's governance for Wirral. The Strategy and Transformation Group has a membership that includes Healthwatch Wirral and representation from the voluntary, community, faith, and social enterprise (VCFSE) sector.

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 business of these groups will be conducted with an awareness of the general duty requirements and place equality considerations. No Equality Impact Assessment (EIA) is required for this report, although impact assessments will be required for any service changes proposed through the Strategy and Transformation Group.

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, these principles will be followed by the Strategy and Transformation Group.

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. The Strategy and Transformation Group will take account of this in their work.

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APPENDICES

There are no appendices to this report.

BACKGROUND PAPERS

Papers brought to the Wirral Place Based Partnership Board meetings on 13th October 2022, 8th December 2022 and 9th February 2023 provide background information on these groups and how they align to the Board.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Wirral Place Based Partnership Board	13 th October 2022 8 th December 2022 9 th February 2023 9 th March 2023 22 nd June 2023 27 th July 2023