

Title	Strategy and Transformation Group Highlight Report
Authors	Simon Banks, Place Director
Report for	Wirral Place Based Partnership Board
Date of Meeting	21 st December 2023

Report Purpose and Recommendations

The purpose of this report is to provide the Wirral Place Based Partnership Board with an update on the work of the Strategy and Transformation Group (STG).

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.

Key Risks

The report relates to the following key risks identified in the Place Delivery Assurance Framework presented to the Wirral Place Based Partnership Board on 23rd November 2023:

- *PDAF 1 Service Delivery:* Wirral system partners are unable to deliver the priority programmes within the Wirral Health and Care Plan which will result in poorer outcomes and greater inequalities for our population.
- *PDAF 2 Children and Young People:* The Wirral health and care system is unable to meet the needs of children and young people with complex and/or additional needs leading to long term health issues, increased inequalities and demands on services.
- *PDAF 3 Collaboration:* Leaders and organisations in the Wirral health and care system may not work together effectively to improve population health and healthcare.

Governance journey

Date	Forum	Report Title	Purpose/Decision
16 th November 2023	Strategy and Transformation Group	Agenda and papers for meeting	Meeting held and work progressed.

1	Narrative
1.1	Background
1.1.1	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.

1.1.2	<p>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.</p>
1.2	<p>Strategy and Transformation Group Meeting, 16th November 2023</p>
1.2.1	<p><i>Mental Health Programme Deep Dive</i></p> <p>The Group undertook a Deep Dive into the work of the Mental Health Programme within the Wirral Health and Care Plan 2023/24. The Senior Responsible Officer for the Mental Health Programme is Suzanne Edwards, Chief Operating Officer, Cheshire and Wirral Partnership NHS Foundation Trust (CWP). The vision for the Mental Health Programme is to enable people to remain at home, with earlier prevention, identification, and intervention for people with emerging or escalating mental health needs. The defined outcomes for the programme are to achieve:</p> <ul style="list-style-type: none"> • Zero Out of Area Placements • Enhanced Acute Capacity • Reduced number of Patients Clinically Ready for Discharge in acute beds • No days lost in the Community due to Admission. <p>The programme is seeking to achieve these outcomes by:</p> <ul style="list-style-type: none"> • Understanding Population Health and service data. • Ensuring engagement in the programme including by people with Lived Experience. • Improving our understanding of the reasons for admission. • Developing a Wirral Place Mental Health Strategy. • Increasing opportunities for early intervention. <p>The data presented at the Group highlighted that length of stay in CWP acute mental health beds has increased from 28 days in 2019 to 53 days in 2023, with bed occupancy remaining at 100%, against a national target of 85%. There has been an increase in people being sectioned who were previously unknown to mental health services, from 8% pre-2019 to 27% in 2023. The level of homeless patients increased in inpatient beds increased from 1% to 8% of occupancy during the same period. There has also been an increase in reported physical violence and self-harm, with patients presenting due to multiple factors with increased complexity.</p> <p>The Programme is being supported by the Wirral Mental Health Forum and will take 3 to 5 years to deliver. The projects that are supporting the programme are being delivered against the backdrop of significantly increased demand, staffing shortages and a lack of clarity for on-going level of financial investment in mental health services. The key areas of work, which the STG received more detail on, are:</p> <ul style="list-style-type: none"> • <i>Community Mental Health Transformation:</i> A new, inclusive community-based offer centred on redesigning mental health services around Primary Care Networks that integrates primary and secondary care, VCFSE (voluntary, community, faith and social enterprise) and local authority services. • <i>Dementia:</i> For Wirral to be a borough which supports and is inclusive of people with dementia and their carers so they can enjoy the best possible

	<p>quality of life and remain independent for longer. When people do need care, this will be high quality, person centred and delivered seamlessly across the health and social care system.</p> <ul style="list-style-type: none"> • <i>First Response</i>: To provide those in crisis with the best care in the right way and the right place. • <i>Improving inpatient flow</i>: To deliver zero patients placed out of area and reduce length of stay. • <i>Integrated strategic housing</i>: Working with partners in Wirral, particularly housing providers, to develop a strategic approach to housing, integrated support and community rehabilitation.
1.2.2	<p><i>Learning Disability and Autism Programme Deep Dive</i></p> <p>The Group undertook a Deep Dive into the work of the Learning Disabilities and Autism Programme within the Wirral Health and Care Plan 2023/24. The Senior Responsible Officer for the Learning Disabilities and Autism Programme is Graham Hodgkinson, Director for Care Health and Strategic Commissioning, Wirral Council. The Programme is also aligned to the Wirral All Age Disability Strategic Framework. The purpose of the Programme is to maximise the “personal potential of people of all ages with disabilities” so they can “live a full and active life”. The vision is that the Programme will “enable people of all ages with disabilities to have choice and exercise control over their own lives”. This will be achieved by “working together to realise aspirations and remove barriers and enable access to opportunities for people of all ages with disabilities.”</p> <p>The Programme has four thematic action areas:</p> <ul style="list-style-type: none"> • Lives Enriched: Happiness, Feel Good, Friendships, Confidence, Choice, Exercise Control, Resilience, Life Skills, Communications, Self Esteem, Enjoyment. • Health and Wellbeing Improved: Mental and Physical Health, Self- Awareness, what good support looks like. • Independent Lives Fulfilled: Access to good public transport, accessibility to services and good information, reablement services, prevention. • Employment and Economic Wellbeing Enhanced: Removing barriers to employment, living well and aging well economically, volunteering, supported employment, education and training. <p>It was proposed that, for 2024/25, the Programme is renamed All Age Disability including people with learning disability and/or autism. This was supported by the Group.</p> <p>It was noted that the Programme will take a minimum of three years to implement. The Programme is focusing on:</p> <p><i>Preparing for adulthood</i>: To achieve greater alignment, joined up planning and collaboration of between Childrens Social Care Services and Adults Social Care Services for Children and Young People aged 14-25 by March 2024.</p> <p><i>Housing</i>: To have a greater understanding of the needs and demands of housing options for people with learning disabilities and/or autism across Cheshire and Merseyside by January 2024.</p> <p><i>Training, volunteering and supported employment</i>: To coproduce a supported employment strategy to enable greater opportunities, maximising personal potential, for people with disabilities to live a full and active life by March 2024.</p> <p><i>Coherent strategy</i>: To coproduce an All-Age Disability Strategy enabling people of all</p>

ages with disabilities to have choice and exercise control over their own lives across Wirral by 2024.

Health inequalities: Support those with Disabilities to have access to health and care services by addressing inequalities.

There was a focus on remote monitoring for people with learning disabilities in Wirral. People with learning disabilities experience far worse outcomes than the general population and may be unable to communicate or understand the impact of changes in their health. The Remote Monitoring Project seeks to increase uptake of remote consultations in care homes and supported living settings to reduce disturbance and distress to patients. This will contribute to reduced attendance/admission to hospital for avoidable health conditions. The Project will also provide improved information to enable better decision making and diagnosis by Primary Care professionals and will begin to tackle entrenched health inequalities for this community of people.

The Project involves two Wirral Primary Care Networks (PCNs) - Moreton & Meols and Healthier South Wirral. It has engaged eight Care Providers and 154 people with Learning Disabilities. Each Care Provider has a stock of digital equipment to take readings such as temperature, weight, blood pressure. Readings are taken for each person on a regular basis and entered into a clinical portal supplied by Docobo. Any readings that are outside of a normal range create an alert; the Care Provider then contacts the clinically appointed person in their PCN for a clinical triage. Based on the outcome of the triage, Care Provider will be advised of next actions.

Since November 2022 there have been 418 episodes of intervention. The North West Ambulance Service NHS Trust (NWS) NWS are reporting reduced numbers of escalations to their crews and to the Emergency Department (ED). The Project has reduced the need for paper records for Care Providers, improved the quality of information for Primary Care to take a clinical decision and provided peace of mind for carers and families.

The Deep Dive concluded with a short video on the work of Wirral Day Services.

1.2.3 *Neighbourhood Programme Deep Dive*

The Group undertook a Deep Dive into the work of the Neighbourhood Programme within the Wirral Health and Care Plan 2023/24. The Senior Responsible Officer for the Programme is Graham Hodgkinson, Director for Care Health and Strategic Commissioning, Wirral Council. The vision of the Programme is to improve “Wirral residents health and wellbeing through a community led approach”.

There are 9 neighbourhood areas, and a ‘Core Group’ will be formed in each neighbourhood, led by a community leader with representation from across stakeholders and local people. These Core Groups will be the Core groups will work together to agree the things that matter most to local residents in relation to health and will test out new ways of improving health within the neighbourhoods. This will work by using local lived experiences and listening to residents who know the area they live in best. NHS Cheshire and Merseyside and Wirral Council are going to trial this new way of working in two neighbourhoods that the data tells us have the greatest levels of health inequalities. We have called them our ‘trailblazers’.

The core groups for the two trailblazers, one in Birkenhead and one in Wallasey, have been established with representatives from the VCFSE, Wirral Council officers and elected members and other local partners. Both are chaired by the VCFSE. Asset Mapping has been undertaken across the trailblazer neighbourhoods and

	<p>research is also underway, by Qualitative Insights team, to ask the neighbourhood communities what priority areas they wish to focus on.</p>
1.2.4	<p><i>Super Multi Agency Discharge Event (SuperMADE)</i></p> <p>The Group received a paper on the outcomes of a SuperMADE event held with Cheshire Wirral and Partnerships NHS Foundation Trust (CWP) on 12th October 2023. In line with national guidance for Multi Agency Discharge Events (MADE) Cheshire and Wirral partners including NHS Cheshire and Merseyside (Cheshire East, Cheshire West and Wirral Places), CWP and Cheshire East, Cheshire West and Chester and Wirral Councils have collaboratively developed SuperMADE meetings to be held bi-monthly to deliver the following outcomes through escalations from the three Place MADE meetings:</p> <ul style="list-style-type: none"> • To support discharges of very long stayers (60 days+ for adult acute mental health wards, 90 days+ for older adult acute mental health wards and for Learning Disability wards). • To unblock delayed discharges via the weekly MADE and local escalation. • Regularly review the top ten cases by Length of Stay. <p>In 2023/24, mental health patients cared for by CWP have had their discharge delayed for 4,757 days. There are on average 20 patients delayed in a mental health inpatient setting every day. There has been an increase in the numbers of people who are Clinically Ready For Discharge (CRFD). CWP has the 8th highest number of CRFD delayed bed days according to the first draft of national benchmarking compared with 80 other mental health trusts. The SuperMADE event reviewed the cases of the people with the longest waits by Place.</p> <p>The following actions were agreed at the SuperMADE event on 12th October 2023:</p> <ul style="list-style-type: none"> • Develop a set of improvement targets for reducing the numbers of patients who are delayed discharge across our inpatient settings. • Further strengthen the SuperMADE Terms of Reference to include a) Lived Experience voice of our patients to be captured at each meeting, b) Inclusion of representative from each Place MADE meeting to attend SuperMADE meetings and c) Develop Place Partnership Chairs report and engagement/feedback mechanism to Place Partnership Boards. • Set a standard of 7-day commencement of Care Act assessments and begin to collate data to understand performance and required improvements. • Further explore alternatives to admission and the opportunities to enhance this offer for those requiring a bed and waiting. • Understand the baseline of people awaiting Care and Treatment Reviews (CTR) for patients with an Autism diagnosis in mental health settings and agree improvement actions. <p>The Group:</p> <ul style="list-style-type: none"> • noted the outline position identified within this report alongside the actions agreed. • committed to ensure that there is the right representation at weekly MADE meetings to support timely decisions and discharges. • agreed to promote attendance at Place MADE meetings from people with the right level of autonomy and authority to make decisions on behalf of NHS Cheshire and Merseyside and Wirral Council.

1.2.5	<p><i>Wirral Health and Care Plan 2024/25</i></p> <p>The Group received an update on the establishment of system workshops through December 2023 to March 2024 to refresh the Wirral Health and Care Plan in response to the NHS planning round 2024/25.</p>
1.2.6	<p><i>Health and Care Plan Dashboard</i></p> <p>The Group received an update on the delivery of all programmes within the Wirral Health and Care Plan 2023/24 via a link to SmartSheets. It was noted that for some programmes the Senior Responsible Officer had not provided an update. It was agreed that a programme control approach was needed to support escalation in such circumstances.</p>
1.2.7	<p><i>Next meeting</i></p> <p>It was agreed to stand down the meeting scheduled for 22nd December 2023 due to the focus that would be needed on supporting operational delivery in the Wirral system. The STG will meet again on 18th January 2024. A report from this meeting will be provided for the February meeting of the Wirral Place Based Partnership Board.</p>

2 Implications	
2.1	<p><i>Risk Mitigation and Assurance</i></p> <p>The work taken through the Strategy and Transformation Group provides controls for and support assurance of the management of the strategic risks PDAF 1, PDAF 2 and PDAF 3. The Strategy and Transformation Group is also developing a Risk Register that would feed into the PDAF and discussions at the Place Based Partnership Board around risk.</p>
2.2	<p><i>Financial</i></p> <p>There are no direct financial implications arising from this report.</p>
2.3	<p><i>Legal and regulatory</i></p> <p>There are no direct legal and regulatory implications arising from this report.</p>
2.4	<p><i>Resources</i></p> <p>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.</p>
2.5	<p><i>Engagement and consultation</i></p> <p>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.</p>
2.6	<p><i>Equality</i></p> <p>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</p>

	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.
2.7	<i>Environment and Climate</i> 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.
2.8	<i>Community Wealth Building</i> 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.

3	Conclusion
3.1	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.

4	Appendices
	There are no appendices to this report.

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