

Title	Strategy and Transformation Group Highlight Report
Authors	Simon Banks, Place Director
Report for	Wirral Place Based Partnership Board
Date of Meeting	22 nd February 2024

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.

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 21st December 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
18 th January 2024	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	The Strategy and Transformation Group has been established to develop and review Wirral place strategic and operational plans to deliver national, Cheshire and

	<p>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	Strategy and Transformation Group Meeting, 18th January 2024
1.2.1	<p><i>Medicines Optimisation Enabling Programme Deep Dive</i></p> <p>Medicines are the most common intervention that a patient is likely to receive during their interactions with the healthcare system, there are patient safety risks associated with medication use and a significant financial impact for the NHS. The Medicines Optimisation (MO) Enabling Programme is a golden thread that runs through all Wirral Health and Care Plan Delivery Programmes and interlinks with the other enabling work programmes. A reformed Wirral Place Medicines Optimisation Group met on 6th December 2023 and will meet monthly. The Group creates a single oversight group for MO assurance, delivery, and implementation in Wirral.</p> <p>The Group received an update on the work of the MO Enabling Programme in the following areas:</p> <ul style="list-style-type: none"> • Collaboration • Anti-Microbial Resistance and Stewardship • Medicines Safety • Medicines Value • Polypharmacy and Health Inequalities • Community Pharmacy • Mental Health • Patient Awareness and Engagement • Care Homes and Social Care
1.2.2	<p><i>Maternity Services Programme Deep Dive</i></p> <p>The Group received an update on the maternity services provided by Wirral University Teaching Hospital NHS Foundation Trust (WUTH). The Group noted the progress being made towards the national safety ambition to reduce stillbirth, neonatal mortality, maternal mortality, and serious intrapartum brain injury. It was noted that the vacancy rate at WUTH is currently <2%, vacancies are due to commence employment by end February 2023. The work on Year 5 of the Maternity Incentive Scheme (MIS), Saving Babies Lives Care Bundle, Three-Year Delivery Plan and Maternity Continuity of Carer (MCoC) were also noted. The Group commended the Trust on the outcome of the recent Care Quality Commission (CQC) inspection of the maternity services provided by WUTH.</p>
1.2.3	<p><i>Elective Care, Cancer and Diagnostics Programme Deep Dive</i></p> <p><u>Elective Care</u></p> <p>In November 2023, the Trust attained an overall performance of 105% against plan for outpatients and an overall performance of 98% against plan for elective admissions.</p> <p>For Referral to Treatment (RTT), the national standard is to have no patients waiting over 104 weeks from March 2023 and to eliminate routine elective waits of over 78 weeks by April 2023 and 65 week waits by March 2024. The Trust's performance at the end of November 2023 against these indicators was as follows:</p>

- 104+ Week Wait Performance – 0
- 78+ Week Wait Performance – 0
- 65+ Week Wait Performance - 286
- 52+ Week Wait Performance - 1880

There were 42,552 patients on an active RTT pathway against the Trust's trajectory of 37,718. An in-depth analysis of waiting list size has been undertaken and key actions to address are underway across the divisions, including early escalation to clinical teams and proactively managing patient pathways ahead of breach dates.

The Trust have continued to support neighbouring NHS trusts by offering mutual aid to treat very long waiting patients through the Cheshire and Merseyside Surgical Centre and this will continue throughout the year and will include patients that have waited 78+ weeks. The Trust, via the new National PIDMAS system has also offered to provide mutual aid across two surgical specialities. The ICB has confirmed that treating these very long waiting patients will not affect the Trust's performance position.

Cancer

- The 2 Week Wait national standard has now been stood down. The Trust continues to measure performance internally to support the delivery of the Faster Diagnosis Standard (FDS). At the end of November 2WW performance was 78.1%.
- FDS – was 69.81% (freeze date 4.1.24) in November (latest available data) against a national target of 75% by March 2024. This standard has been impacted by industrial action and subsequent inability to maintain the 2WW standard.
- 31 day treatment numbers - above trajectory and expected to continue.
- 62 day performance is currently below trajectory with 149 patients against a plan of 170 for November 2023.
- 104 day long waiters – performance is above trajectory at 39 against a plan of 28 for November.

As with all Trusts across C&M delivery of the 31and 62-day indicators remains a priority but given the increases in demand the recovery of performance against the targets remains a focus for 2023/24. The Trust is performing well when compared to other units but remains focussed on improving waiting times further for patient experience. There continues to be a multi-disciplinary approach to improving the efficiency of cancer pathways and as expected is supporting decreased waiting times for Colorectal with a similar workstream commencing in Gynaecology.

Diagnostics

In November 94.68% of patients waited 6 weeks or less for their diagnostic procedure for those modalities included within the diagnostic standard. This is against the national standard of 95% and requirement for Trust's to achieve 90% by March 2024. ECHO, CT and Urodynamics remain challenged, however have recovery plans in place. The Trust has commenced providing mutual aid for neighbouring Trusts for patients waiting longer than 6 weeks for diagnostic tests.

1.2.4 *Population Health Programme Deep Dive*

The Group received an update on this programme, which is linked to the Wirral Health and Wellbeing Strategy 2022-2027. The programme has four priority areas:

	<ul style="list-style-type: none"> • P1: Widening participation and access to jobs. • P2: Implementation of a CORE20PLUS5 delivery plan with an initial focus on cardiovascular disease (CVD), • P3: Best start in life – early help and family help. • P4: Fuel Poverty and Violence Reduction. <p>The Group noted the short, medium and long-term objectives in each of these priority areas and the progress being made.</p>
1.2.5	<p><i>Primary Care and Community Services Programme Deep Dive</i></p> <p>This programme is being reviewed and reset. The Group received an update on the work taking place to take this forward, including the agenda for a workshop planned for 30th January 2024.</p>
1.2.6	<p><i>Phase 1 Intermediate Care Review</i></p> <p>The Group received a draft of this report that is due to be presented to the February Place Based Partnership Board.</p>
1.2.7	<p><i>Planning 2024/25</i></p> <p>The Group discussed the Wirral Place approach to the planning round 2024/25. This approach has been approved through the Wirral Place Based Partnership Board.</p>
1.2.8	<p><i>Programme Dashboard</i></p> <p>The Group reviewed the Programme Dashboard that highlights the progress of all work streams to deliver the Wirral Health and Care Plan 2023/24.</p>
1.2.9	<p><i>Next meeting</i></p> <p>The STG will meet again on 15th February 2024. A report from this meeting will be provided for the March 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 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.</p>
2.7	<p><i>Environment and Climate</i></p> <p>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.</p>
2.8	<p><i>Community Wealth Building</i></p> <p>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.</p>

3	Conclusion
3.1	It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group.

4	Appendices
	There are no appendices to this report.

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