

Title	Quality and Performance Group Report
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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 update Wirral Place Based Partnership Board of the discussion and outcomes of the meeting of the Quality and Performance Group held on 25th January 2024.

The Wirral Place Based Partnership Board is asked to:

- Note the work underway across the system to monitor quality and performance, identifying areas for improvement.
- Receive assurance around the robust plans in place to manage specific areas for improvement.

Key Risks

The report relates to the following key strategic 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.

The Risk Register for the Quality and Performance Group is under development. It is likely that will be risks highlighted pertaining to Children and Young People's Services - Special Educational Needs and Disabilities (SEND) and the improvement work required following the Written Statement of Action (WSOA) issued in 2021.

Wirral could be inspected on a new SEND inspection framework at any time. Preparedness work is underway to ensure strategic oversight against the new standards.

Governance journey

Date	Forum	Report Title	Purpose/Decision
25 th January 2024	Quality and Performance Group	Quality & Performance Group Report	For Noting

1	Narrative
1.1	Standing Agenda Items
1.1.1	Previous minutes were approved by members.
1.1.2	<p>Performance</p> <p>The Wirral Place Performance report was received by the group who noted the maintenance of strong 6-week diagnostic performance and performance within cancer services.</p> <p>It was noted that Wirral University Teaching Hospital NHS Foundation Trust are seeing increased challenges around Ambulance Handover times, this has been further impacted by Industrial Action.</p> <p>The Group did not feel the membership reflected the operational representation needed to discuss and scrutinise the performance data and felt there needed to be a review of the performance measures to reflect quality indicators. This action was picked up by Business Intelligence colleagues, who will also consider the governance and metrics monitored across other Places to ensure consistency.</p> <p>It was agreed that by developing a sequence or schedule for the focused agenda items, would support the development of some specific metrics, that reflected the Place priorities.</p>
1.1.3	<p>Safety</p> <p>Implementation of the new National Patient Safety Incident Response Framework (PSIRF) is well underway in Wirral. The Cheshire and Merseyside PSIRF group are developing guidance for Places to consider local oversight and learning.</p> <p>The group discussed how safety performance will be considered as part of the Quality and Performance meetings moving forward.</p> <p>The NHS Cheshire and Merseyside Quality Team are working with Primary Care to raise awareness and develop processes which will support the transition and effectiveness of PSIRF. The first of these meetings are with the Local Medical Committee on 6th February 2024.</p>
1.1.4	<p>SEND</p> <p>A draft model for Wirral Neurodevelopmental model, which includes the diagnostic pathway, was presented to the group for discussion and comment.</p> <p>The proposed model focuses on earlier identification of need and provision of care. The offer includes a whole system approach to providing the right care, including the newly implemented graduated approach to early help.</p> <p>There is less focus on the diagnostic pathway, but where required highlights a range of tools and assessments to support a diagnosis. This also includes introducing a Nurse (Non-Medical Prescriber) led ADHD pathway.</p> <p>The model was well received with comments collected and will be shared with system colleagues for further input. The new model will be supported by a business case and will be considered as part of the 2024/25 planning round. Primary Care engagement will take place via the Local Medical Committee.</p>

	SEND Inspection preparedness is also underway and includes a review of the current governance arrangements and evidence collation and quality assurance processes.
1.1.5	<p>Terms of reference</p> <p>Following a review of the current Terms of Reference there was a discussion in relation to the performance element of the agenda and the membership of the group. It was felt that the performance metrics should be quality specific, whilst the wider performance should be considered by the group through a quality lens.</p> <p>The discussion also included a review of the group membership and quorum.</p> <p>These form part of the Terms of Reference review and will be approved at the Wirral Place Partnership Board.</p>
1.2	Focused agenda
1.2.1	<p>Industrial Action and System Impact</p> <p>The focused session was the impact that Industrial Action has had across the system of the last 12 months.</p> <p>WUTH reported a significant workforce impact due to Industrial Action (IA) over the last 12 months, this includes Nurses, Clinical Support Workers (CSW) and Junior Doctors. Pay discussions are on-going for CSWs and Junior Doctors.</p> <p>The Trust have operationally managed the challenges, utilising consultants to manage the busy Emergency Departments. The Trust have continued to positively manage the Elective Recovery and Referral to Treat (RTT) waiting times and have seen no evidence of safety or harm implications because of IA.</p> <p>It was noted that the IA impact related more to staff morale across the Trust.</p> <p>Whilst there was some evidence of impact around people's experiences, it was difficult to determine whether this was solely down to IA.</p> <p>It was felt that further work could be done across the system around community communication and engagement activities, ensuring that people are aware and are utilising wider service provision, this was supported by Voluntary Community Faith and Social Enterprise (VCFSE) sector colleagues.</p>
1.2.4	Any Other Business
1.2.5	It was raised as an AOB that the Community Trust had seen an increase in the number of wound care related incidents involving cosmetic surgery and independent providers. It was agreed that each organisation would review internally and would be included as an agenda item for the next meeting.

2	Implications
2.1	<p><i>Risk Mitigation and Assurance</i></p> <p>The work taken through the Quality and Performance Group provides controls for and</p>

	support assurance of the management of the strategic risks PDAF 1, PDAF 2 and PDAF 3. The Group is also developing a Risk Register that would feed into the PDAF and discussions at the Place Based Partnership Board around risk.
2.2	<p>Financial</p> <p>If gaps are identified following the transformational work being undertaken within the neuro developmental pathway. These will be raised as considered as part of the 2024/25 planning round.</p>
2.3	<p>Legal and regulatory</p> <p>Legal implications have been considered within this report relating to NHS constitutional standards, and the SEND Code of Practice which have been referenced within the report.</p>
2.4	<p>Resources</p> <p>None identified at this stage, a change in working practices (human resources) will be required to implement the neurodevelopmental (ND) pathway.</p>
2.5	<p>Engagement and consultation</p> <p>Engagement with system partners has taken place in the development of the Terms of Reference for the Quality and Performance Group. This is a group that has been agreed as part of NHS Cheshire and Merseyside's governance for Wirral. The Group has a membership that includes Healthwatch Wirral and representation from the voluntary, community, faith, and social enterprise (VCFSE) sector. Partnership working remains a strength of the assurance and improvement plans.</p>
2.6	<p>Equality</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 the Quality and Performance Group is conducted with an awareness of the general duty requirements and place equality considerations. No Equality Impact Assessment (EIA) is required for this report.</p>
2.7	<p>Environment and Climate</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 Quality and Performance Group.</p>
2.8	<p>Community Wealth Building</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 Quality and Performance Group supports this work in Wirral.</p>

3	Conclusion
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3.1	<p>The Group will oversee quality performance moving forward. The focused agenda will allow and encourage a system review of key priorities and the opportunity to undertake learning and integrated quality improvement. A schedule of focused agenda items will be developed and shared with the group.</p> <p>Reports will continue to be shared with Place Based Partnership Board.</p> <p>The Board is asked to note this report.</p>
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4	Appendices
	No appendices included within the report.

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