

Title	Wirral Place Review
Authors	Simon Banks, Place Director
Report for	Wirral Place Based Partnership Board
Date of Meeting	25 th July 2024

Report Purpose and Recommendations

The purpose of this report is to inform the Wirral Place Based Partnership Board of the progress of a review of collaboration and integration opportunities across health and care in Wirral (“the Review”). The Review has been commissioned by NHS Cheshire and Merseyside and is being delivered in partnership with the NHS trusts working on Wirral.

It is recommended that the Wirral Place Based Partnership Board notes the progress of Review.

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 March 2024:

- *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 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
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1	Narrative
1.1	On 26 th February 2024, in a letter to system partners, NHS Cheshire and Merseyside signalled their intention to undertake a review (“the Review”) of collaboration and integration opportunities across health and care in Wirral. The aim of the Review is to support partners in building an appropriate system of delivery for health and care in Wirral that meets the needs of the population of the borough. The Review has the support of the NHS trusts working in Wirral. The Review commenced in May 2024 and is due to be completed by September 2024.
1.2	<p>The objectives of the Review that NHS Cheshire and Merseyside has commissioned are:</p> <ul style="list-style-type: none"> • To develop a strategy for greater collaboration and integration across acute and community services in Wirral, with an initial focus on unscheduled care but also identifying any further areas of opportunity.

	<ul style="list-style-type: none"> • To identify priorities for collaboration and integration between Wirral Community Health and Care NHS Foundation Trust (WCHC) and Wirral University Teaching Hospital NHS Foundation Trust (WUTH) clinically, operationally and financially. • Develop a way forward for the collaborative and integration opportunities for WCHC and WUTH, working with system partners, to be implemented. • Regarding the above, (i) articulate the conditions for success, (ii) set out the supporting arrangements that need to be put in place and (iii) produce an implementation roadmap to deliver these opportunities. <p>Whilst this review will have a focus on the interactions between WCHC and WUTH, Cheshire and Wirral Partnership NHS Foundation Trust (CWP) are a core participant. The Review is being supported by The Value Circle.</p>
1.3	<p>The Chair, NHS Cheshire and Merseyside has convened and chairs the Wirral Review Steering Group, which meets fortnightly. The role of the Wirral System Review Steering Group is to:</p> <ul style="list-style-type: none"> • Oversee the delivery of the Review programme. • Provide advice and guidance to the provider of external support to the Review. • Ensure that constituent organisations engage in, support and cooperate with the Review. • Support consistent communication and engagement with key system stakeholders. • Receive the reports from Stage 1 and Stage 2 of the Review for verification, approval and to support implementation. • Ensure that there is a focus on benefits realisation and delivery. <p>The Wirral System Review Steering Group is comprised of the following people:</p> <ul style="list-style-type: none"> • Chair, Chief Executive, Medical Director and Place Director, NHS Cheshire and Merseyside • Chair and Chief Executive, CWP • Chair and Chief Executive, WCHC • Chair and Chief Executive, WUTH <p>The Value Circle and other NHS Cheshire and Merseyside officers attend these meetings.</p>
1.4	<p>As stated, the Review commenced in May 2024. The Review has two stages. Stage One of the Review involves the identification of opportunities for and potential benefits (including financial) for collaboration and integration across health and care in Wirral, with a specific focus on WCHC and WUTH.</p>
1.5	<p>The initial findings of Stage One of the Review have been shared by The Value Circle with NHS Cheshire and Merseyside, CWP, WCHC and WUTH. These were discussed at a workshop on 4th July 2024, prior to the completion of a Stage One report and recommendations for the participant organisations, which will be shared at the Steering Group. The initial findings have shown that the Wirral system already has a good, shared understanding of many of the key opportunities for improving service delivery and productivity. The findings highlight that to date, except for some aspects of urgent care, the system largely has not proactively addressed these opportunities. The initial findings from Stage One suggest that there should be</p>

	<p>focused organisational development work between WCHC and WUTH to improve strategic alignment and subsequently deliver the financial, quality and performance benefits that greater collaboration and integration could bring.</p>
1.6	<p>The initial findings of Stage One of the Review have identified five key areas for integration:</p> <p><i>Existing service reviews</i> Several services have already been identified by the Wirral system which are recommended for a new collaborative approach because of significant challenges with the current delivery model (either resulting in poor performance, outcomes and/or duplication of services). These include neurodevelopmental, ophthalmology, cardiovascular disease (CVD) and musculoskeletal (MSK) pathways and services.</p> <p><i>Other services with significant unwarranted variation</i> There are other services where the root causes of significant unwarranted variation need to be explored. These include cancer, respiratory, gastrointestinal and genitourinary pathways and services.</p> <p><i>Unscheduled Care</i> Whilst good progress has been made on the 'back door' of the urgent care pathway; significant attention is warranted on the 'front door' including maximising the benefit of Urgent Community Response (UCR), Virtual Wards and Acute Respiratory Services.</p> <p><i>Corporate services</i> Opportunities exist to reduce costs through integration/sharing of corporate services including transactional human resources (HR), procurement, facilities management and estates, finance, transformation/programme management/ programme delivery, governance and risk and digital and technology.</p> <p><i>Development of Neighbourhood Health and Care Services</i> The realisation of the Fuller review to properly establish Integrated Neighbourhood Teams requires collaboration and integration of services across primary, community, community mental health and social care. It is also important to capitalise on the vibrant third sector in the Wirral and seek to involve the services they offer. These arrangements are key to enabling and improving the management of people with complex care needs and/or long-term conditions in primary and community care settings, which in turn would contribute to reducing pressures on urgent care services.</p>
1.7	<p>The Wirral Review Steering Group will be considering the final report and recommendations following Stage One of the Review, which will influence Stage Two of the Review, which has already commenced. Stage Two will involve the creation of a way forward for the collaborative and integration opportunities for WCHC and WUTH, working with system partners, to be implemented. Stage Two will set out what actions and activities are required to deliver these opportunities. After a review by the Steering Group, the final report will be shared with the NHS Cheshire and Merseyside Board, who will need to consider what actions will be required to support the delivery of the implementation road map. The outcomes of Stage Two will also subsequently be shared with the Wirral Place Based Partnership Board.</p>
1.8	<p>The Wirral Place Based Partnership Board is asked to note the progress of the Review.</p>

2	Implications
2.1	<p><i>Risk Mitigation and Assurance</i> The Review will provide controls for and support assurance of the management of the strategic risks PDAF 1 and PDAF 3.</p>
2.2	<p><i>Financial</i> There are no direct financial implications arising from this report.</p>
2.3	<p><i>Legal and regulatory</i> There are no direct legal and regulatory implications arising from this report.</p>
2.4	<p><i>Resources</i> The resources to support the Review have been provided by NHS Cheshire and Merseyside and NHS trust partners.</p>
2.5	<p><i>Engagement and consultation</i> NHS Cheshire and Merseyside will ensure, during the delivery of the Review, that we engage and involve key health and care partners identifying and shaping opportunities for greater integration and collaboration.</p>
2.6	<p><i>Equality</i> 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 may be required subject to the outcomes of the Review.</p>
2.7	<p><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 adhered to in the conduct of the Review.</p>
2.8	<p><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. This commitment will be considered as part of the Review.</p>

3	Conclusion
3.1	<p>It is recommended that the Wirral Place Based Partnership Board notes the Review and receives updates as the work progresses.</p>

4	Appendices
	<p>There are no appendices to this report.</p>

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