

Title	Strategy and Transformation Group Highlight Report
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 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, last reviewed by 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 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
24 th May 2024	Strategy and Transformation Group	Agenda and papers for meeting.	Meeting held and work progressed.
28 th June 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	<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, 24th May 2024</p>
1.2.1	<p>Health and Care Plan Dashboard An update on the delivery of the Wirral Health and Care Plan 2023/24 work programmes was provided by the Wirral Improvement Team. The highlights from the report were:</p> <p>Use of Resources: 2024/25 Financial plans have been agreed with NHS Cheshire and Merseyside and submitted to NHS England. To achieve the 2024/25 plan, the system will be required to identify significant cost improvements. All systems will be subject to reviews to identify Cost Improvement Plans (CIP) with delivery of these and associated risks to be reported and monitored through Finance, Investment and Resources Group (FIG) with a focus on Value for Money.</p> <p>Mental Health: Wirral achieved its target of 67% dementia diagnosis levels for March. Work has started with the new lead to review and refresh the First Response project. The Business Case for 10 additional houses (with shared use for Wirral and Cheshire patients) to be approved this month, with the contract to be completed with Magenta shortly after completion.</p> <p>Primary and Community Care: Work has commenced to start the development of a model to identify and support people in the community who are moderate to severely frail. A set of fundamentals were agreed by the group as to what is important to have in place to be successful. A facilitated conversation will now take place at the June 2024 Board where data on frailty and falls will be shared with the group to confirm the outcomes and areas of focus for the group, this will be followed by the development of project groups and plans.</p> <p>Urgent and Emergency Care: Headline Metric (No Criteria To Reside): April 2024 data shows continued good progress with a reduction from the previous month, from 132 on 1st March 2024 to 112 on 1st April 2024. However, the target of 100 was not met.</p> <p>All Age Disability (AAD): An exercise in mapping out the strategies into deliverable milestones / projects has started. A full review of the membership and terms of reference for the AAD board is also taking place to ensure representation across place, this will also include the establishment of several operational thematic groups to deliver the strategy over the next five years.</p> <p>Estates & Sustainability: - Completed development of priorities and phasing. Funding submission made supporting A&E/ED 4 hour wait reductions. A Joint submission from CWP/WUTH for Mental Health 136 Suite £14.9m - awaiting outcome. Focus on completing programme plans and monitoring for the 5 identified key areas.</p> <p>Medicines Optimisation: The programme is to hold a virtual Wirral Place MO workshop on 11th June 2024 to bring partners together to review, develop and confirm</p>

	the final 2024/25 programme delivery structure. Core workstreams have reduced with underpinning principles around collaboration, community pharmacy, health inequalities, workforce and safety.
1.2.2	<p>Children and Young People (CYP) Mental Health Plan for Cheshire and Merseyside</p> <p>The STG received a copy of this plan which outlines Cheshire and Merseyside ‘at scale’ priorities for infant, children and young people’s mental health. The priorities have been identified collectively by our 9 geographical Places, using the data and intelligence available, and with system wide stakeholder engagement. The Plan is heavily influenced by what children and young people and their parent/carers have told the NHS and partner organisations. It sets out why these priorities have been chosen and how working in collaboration across the Integrated Care System (ICS), in partnership with all key stakeholders and with children and young people and families, we can strive to improve both outcomes and experience and reduce inequalities for our population.</p> <p>The Group confirmed their support for the Plan.</p>
1.2.3	<p>Wirral Health and Care Plan 2024/25</p> <p>The Group reviewed the latest draft of the Plan.</p>
1.2.4	<p>Estates and Sustainability Deep Dive</p> <p>Estates and Sustainability is an enabling programme in the Wirral Health and Care Plan. The Group undertook a Deep Dive into the work of this programme. There has been significant progress on understanding the assets in Wirral with a view to developing an Estates Strategy and long-term plan.</p>
1.2.5	<p>Elective, Cancer and Diagnostics Deep Dive</p> <p>These are programmes that are delivered at scale across Cheshire and Merseyside and supported by Place activity. An update was given on the positive performance in Wirral in these key areas of planned care recovery.</p>
1.3	Strategy and Transformation Group Meeting, 28th June 2024
1.3.1	<p>Palliative Care and End of Life Care (PEOLC) Provision</p> <p>The Group received a report on the work of the Cheshire and Merseyside Palliative and End of Life Care Programme. This is an “act scale” programme of work that is supported by delivery in each Place. Wirral has a Palliative and End of Life Care Partnership, PEOLC Governance Group and PEOLC Education Hub that supports this work. The Group received updates on:</p> <ul style="list-style-type: none"> • Support primary care to improve EPaCCS (electronic palliative care co-ordination systems). • Support to primary care to increase the number of people on palliative care registers recorded as having an Advance Care Plan enabling coordinated support at end of life. • Actions to meet the Cheshire and Merseyside target of 60% patients electronically coded through the Gold Standard Framework (GSF) as palliative or in the last year of life before they died. • Implementation of I-CARE & SHARE, helps GPs to identify patients who may be in the last 12 months of life and support communication to patients, family and other key people. • Plans to develop the Specialist Palliative Care workforce in Wirral.

	<p>The Group noted the PEOLC did not feature in the Wirral Health and Care Plan 2024-25 and concluded that addendum was needed to reflect that this was an “at scale” programme delivered in Place.</p>
1.3.2	<p>Health and Care Plan Dashboard</p> <p>An update on the delivery of the Wirral Health and Care Plan 2023/24 work programmes was provided by the Wirral Improvement Team. The highlights from the report were:</p> <ul style="list-style-type: none"> • Mental Health: Productive Programme Board held in May that fostered relationships between the Mental Health and Neighbourhood Programmes, with actions identified to build and develop on these links to be carried out over the coming months. At the end of May there was 1 inappropriate out of area patient with most in-patient discharge delays due to awaiting housing. 62% of patients in Inpatient beds did not have an open referral with Mental Health services at the time of admission/ • Children & Young People: The improvement notice received 15th May has resulted in a series of directives to assure rapid progress of improvements against the Written Statement of Action (WSOA) for Special Educational Needs and Disabilities (SEND). This will be reviewed in October 2024 and only lifted if based on evidence of lived experience of children and families. The new platform for the central point of access is due to soft launch in July 2024 with plans to be fully operational in October 2024. • Primary and Community Care: A successful Facilitated Conversation was held at the June Board. The group determined 3 immediate actions to support delivery, centred around a PCN model for moderate/severe frailty. Discussions have started on the reporting mechanism for Modern GP Practices into the programme board, to support the delivery of the C&M Primary Care framework, focusing on access. • Urgent and Emergency Care: May NCTR data shows continued good progress with a reduction from the previous month, from 112 on 1st April 2024 to 85 on 1st May 2024, exceeding the target of 92. • Workforce: Good progress is being made with the establishment of the Wirral Place Workforce Insight Dashboard. The Wirral Public Health Intelligence Team have agreed to support the dashboard build. Work is underway to finalise the mobilisation of the Wirral Care leavers project with anchor organisations currently identifying appropriate vacancies to support placements. A final workshop will be held in July 2024, following which the first draft strategy will be created. • Medicines Optimisation: A virtual Wirral Place MO workshop took place on 11th June 2024 to bring partners together to review, develop and confirm the final 2024/25 programme delivery structure. The workshop was well attended with representation from all original workstream areas and was deemed successful, with an updated focus for each of the priorities developed by the group which will be taken to the next Wirral Place Medicines Optimisation Group to be endorsed.
1.3.3	<p>Wirral Health and Care Plan 2024/25</p> <p>The Group received the final draft of the Plan.</p>
1.3.4	<p>Programme Management Software System</p> <p>The Group discussed an option paper for a Project Management solution for the Wirral Improvement Team (WIT), due to the impending contract end with Smartsheets in December 2024. Wirral Community Health and Care NHS Foundation</p>

Trust (WCHC) has indicated that they may not wish to renew the current joint contract arrangements, with the Wirral Improvement Team (WIT), for the use of Smartsheet's Project Management Software. For WIT to carry out the delivery of the Health and Care Plan in addition to supporting local and regional reporting on the progress of Wirral priorities, it is imperative that an alternative contractual arrangement is found.

WIT has undertaken an appraisal of the options currently available for the team to use, ensuring the same level of monitoring and reporting options, while considering system wide budgetary challenges. Several options have been identified that will support a range of benefits including cost savings, required project monitoring functionality and local & regional reporting capabilities, with a preferred option identified.

After an options appraisal, based on functionality, costs and the associated expected benefits/disbenefits, it is recommended that Verto should be the preferred option, and would support the current funding review of WIT. The recommendation is that WIT do not renew contracts with Smartsheets, and instead migrate to Verto. The Group supported this recommendation.

1.3.5

Children and Young People Deep Dive

The Children and Young People's programme in the Wirral Health and Care Plan continues to focus on 3 key priorities:

- SEND (Special Educational Needs and Disabilities).
- Emotional health and wellbeing transformation.
- Commissioning better together to improve long term health outcomes.

Regarding SEND, the Group received an update on the new governance arrangements following the Department for Education (DfE) Improvement Notice in May 2024. Work in the following areas was also discussed:

- Neurodevelopment pathway – implementation of new model and management of children waiting.
- The implementation of the Graduated Approach.
- Home to school travel.
- SEND service capacity.
- Speech and language service pathway and children waiting.
- Education Health and Care Plans (EHCPs).

'Branch' the new platform for the central point of access supporting emotional health and wellbeing transformation is due to "soft launch" in July 2024, with plans to be fully operational in October 2024. The platform will enable access to a wealth of resources to support children, families and professionals from self-help to identifying services right for them. This will be supported by a matching team aligned to Child and Adolescent Mental Health Services (CAMHS) to ensure referrals are matched to the right service first time. The accompanying Alliance of organisations have been delivering services since April 2024 with a wide offer of support including online and spanning different age groups to ensure no gaps in provision. The whole school approach to mental health will underpin 'Branch' supported by Mental Health Support Teams (MHST) in all schools that will provide timely, evidence-based support, care and interventions for children who are experiencing mild to moderate mental health difficulties. The My Happy Minds programme, a science backed education programme that helps children to understand and manage their emotions will be rolled out across all primary schools after a successful pilot last year. It is intended that a strong offer of support is available and coordinated in schools prior to referral

	<p>through for specialist support.</p> <p>The mental health Gateway and the Dynamic Support Register meetings have now been combined ensuring all children who are at risk of admission into Tier 4 settings and/or care are overseen by all professionals in one place. This has seen positive impacts for young people and a reduction in escalations although challenges still exist in ensuring children are identified early and that appropriate provision is available.</p> <p>The Partnership Accommodation project is focused on a range of specialist provision including increased opportunities for Respite. The new 3 bed provision funded by NHS England Capital funding for children with autism and/or learning disabilities is currently undergoing preparation for Office for Standards in Education, Children's Services and Skills (OFSTED) registration in readiness for accepting Children. Further provision for step up/step down is being explored in the local area to support complex children known to the Gateway. This is in the early phase of feasibility and is currently being costed.</p>
1.4	<p>Next meeting</p> <p>The STG will meet again on 18th July 2024, there will be no meeting in August 2024. A report from the July meeting will be provided for the September 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</p>

	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.

4	Appendices
	There are no appendices to this report.

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