

Title	Strategy and Transformation Group Highlight Report
Authors	Simon Banks, Place Director
Report for	Wirral Place Based Partnership Board
Date of Meeting	17 th October 2024

Report Purpose and Recommendations	
<p>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).</p> <p>It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group.</p>	

Key Risks	
<p>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 26th September 2024:</p> <ul style="list-style-type: none"> • <i>PDAF 1 Service Delivery</i>: 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. • <i>PDAF 2 Children and Young People</i>: 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. • <i>PDAF 3 Collaboration</i>: 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
19 th September 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 Merseyside and local priorities. The Group will ensure that these plans secure

	<p>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, 19th September 2024</p>
1.2.1	<p>Moreton and Meols Primary Care Network (PCN) Ageing Well and Frailty Team The Group received an update on the Moreton and Meols PCN Ageing Well and Frailty Team. This Team has been established to innovate, test and develop new ways of integrated way of working with community services and Primary Care Networks (PCNs) to realise the benefits described in the national produced recommendations from the Fuller Stocktake.</p> <p>The Ageing Well and Frailty Team provides holistic, proactive and joined up care for people with moderate and severe frailty. It is an integrated team of primary care and community staff, which expects to be supporting ca. 1000 people in the Moreton and Meols PCN area. The team members include Wirral Community Health and Care NHS Foundation Trust (WCHC) staff – a nurse practitioner (0.8 whole time equivalent (wte)), senior matron (0.2 wte) and a whole time Early Intervention Assistant. The PCN provides a paramedic (0.5wte), care co-ordinator (0.5wte) and pharmacist (0.2 wte, contracted from Wirral University Teaching Hospital NHS Foundation Trust (WUTH)). The team is co-located in PCN (Chadwick St, Moreton) and has developed systems and processes for triage, assessment, personalised care planning and active case management. People accessing the team are reviewed through a Multi-Disciplinary Team (MDT) approach weekly.</p> <p>The Team is already realising the following benefits:</p> <ul style="list-style-type: none"> • No duplicated activity and effective communication between team members. • No time taken writing update letters for GP - patient information within GP record. • Referrals often managed informally as tasks within SystemOne. • Expanded pool of skills and experience to support patients without involving GP. • People ‘just about managing’, now have support available – ability to reduce crises. • High job satisfaction. • Good patient feedback. <p>The Group reviewed data presented by Moreton and Meols PCN and WCHC to demonstrate positive impact on GP workload, patient satisfaction and admission avoidance. The next steps for this work are:</p> <p>Embed integrated team now ‘Business as Usual’. Staff employed by WCHC for pilot are now part of the WCHC Integrated Care Coordination Team (ICCT). WCHC has aligned all ICCT staff (matrons and nurse practitioners; ca.23 WTE) to all PCN footprints. They are now working with all Wirral PCNs to explore, develop and implement similar models.</p> <p>The work in Moreton and Meols is being shared regionally (Knowsley) and nationally (Health Technology Network webinar; British Geriatric Society case study about integrated team working – in preparation).</p> <p>The Group noted the presentation and agreed that the model should be rolled out across Wirral through the Primary and Community Care work stream in the Wirral Health and Care Plan 2024/25 delivery programme.</p>

1.2.2	<p>Health and Care Plan Dashboard An update on the delivery of the Wirral Health and Care Plan 2024/25 work programmes was provided by the Wirral Improvement Team. The highlights were:</p> <ul style="list-style-type: none"> • Use of Resources: At Month 4 Wirral Place is £11.2m overspent against a planned deficit of £6.9m. Wirral is working closely with other areas across the Cheshire and Merseyside to identify mitigations for the current spending gaps. • Mental Health: A list of patients to be discharged into the pilot housing from have been identified and their transition will start in late September 2024. Magenta have recruited an engagement officer to directly support these individuals. Wirral is currently 0.6% away from achieving the increased national target for Dementia diagnosis. • Primary and Community Care: A Draft project structure and strategy have been completed for the ageing well workstream, this has been shared with UEC programme manager for synergy across programmes. An updated PID for the Integrated Frailty Teams roll out across PCNs has been completed and is subject to Stage 1 approval in September 2024. There is a risk that the delivery of this programme may be delayed due to the GP collective action, mitigations will be put in place to reduce any impact. • Urgent and Emergency Care: Headline Metric (NCTR): On 1st August 2024 WUTH had 112 acute inpatients with NCTR against a target of 79. For July 2024 occupancy levels in both frailty and respiratory virtual wards were at 38% and 46% respectively, against a target of 70%. • All Age Disability: A workshop has been held to review TOR with members and a draft project plan and outcomes to measure success have been completed. Work has started on updating the current housing policy for people with additional needs. • Estates & Sustainability: - Work continues on a joint WUTH/WCHC integration across Estates teams. A proposal for next steps on the NHS Cheshire and Merseyside Infrastructure strategy guidance has been drafted. • Digital: The Data migration to CIPHA has been agreed by stakeholders to be the main delivery priority. New Digital Assessment scores will be used to reset the baseline for Wirral partners. • Workforce: Adult Social Care data has now been uploaded into the Wirral Place Workforce Insight Dashboard alongside health data. Four key strategic priorities for the group have now been identified. Seven work placements for care leavers have been offered, with 5 participants currently in post in a range of roles.
1.2.3	<p>Migration from SmartSheets to Verto The Group approved the proposal to move the Wirral Health and Care Plan delivery programme management software tool from SmartSheets to Verto. Verto is the tool that has been adopted by NHS Cheshire and Merseyside.</p>
1.2.4	<p>Population Health Deep Dive The Group received a presentation on the delivery of Priority 3 of the Wirral Health and Wellbeing Strategy 2022-2027. Priority 3 is concerned with creating “safe and healthy places for people to live that protect health and promote a good standard of living”. The two game changers in the programme are fuel poverty and violence reduction.</p> <p>In the short to medium term, the work around Priority 3 is focused on:</p>

- Continuing to invest and deliver the Fuel Poverty Service to support households in fuel poverty or at risk of living in fuel poverty.
- Drive further benefits maximisation through recommissioning of 'Ask Us Wirral' service.
- Identification of fuel-poor households to deliver targeted action (linked to primary care identifying patients with eg respiratory problems).
- Expanding of the Healthy Homes team.
- Working with Merseyside Police's EVOLVE programme: Problem-solving/Implementation groups to be set up in Beechwood, Noctorum and Woodchurch, along with community projects fund.

The work stream intends to evidence impact of these approaches by:

- Increasing realisation of appropriate benefits.
- Increased levels of identification from partners of fuel-poor residents.
- % of successfully resolved issues identified via EVOLVE groups in 3 areas.

In the longer term the work stream will:

- Work with the Local Plan to ensure energy efficiency standards in new build housing improves.
- Increase the number of properties going through low carbon retro-fit programme.
- Exert influence over new-build properties for safe, 'future-proof' and efficient housing stock.
- Enhance prevention and resilience amongst 'prefrail' residents so that they can remain independent for longer.
- Continued community work to build trust, identify and overcome potential barriers, restore community confidence.

The work stream intends to evidence impact of these approaches by:

- Reduced reported fuel poverty.
- Reduction of levels of crime in Wirral.
- Residents reporting feeling safer.

In terms of violence reduction, the Group heard that in the last twelve months:

- 806 arrests related to organised crime groups (OCG) have been made.
- More than 60 warrants have been executed.
- There have been a significant number of stop searches, taken numerous weapons, including firearms, crossbows and knives, off the streets and seen considerable sentences handed to criminals.
- Seven properties in the EVOLVE Wirral area linked to OCG activity have also been closed and tenants evicted.
- Thousands of counterfeit goods seized, rogue traders and retailers shut down, several community action days carried out to improve the areas, and numerous safeguarding referrals for child criminal exploitation (CCE) and child sexual exploitation (CSE) made.
- An Evolve Operational Delivery Group and 3 x Problem Solving Implementation Groups have been established. All 3 PSIGs have their own individual action plans.
- There have been 3 Participatory Budget Events - 34 Community Projects funded across the three events.

	<p>In the work around fuel poverty, the following actions have been taken:</p> <ul style="list-style-type: none"> • Ethnographic stories have been collected from residents impacted by fuel poverty. • A film has been developed using residents highlighting issues facing residents in fuel poverty. • A system workshop was held in May 2024, this has supported raising awareness of the issue of fuel poverty and drawing on good practice from other areas. • An action plan with short/medium/long term activities has been produced. • The work is also linking with Core20P5 and other NHS groups. • There has been further investment in Healthy Homes Team – tackling damp and mould. <p>The Group noted the update.</p>
1.2.5	<p>Primary and Community Care Deep Dive</p> <p>The Group received an update on this Programme. The Programme is linking into the Unscheduled Care Programme and the Mental Health Programme. The Programme is establishing two workstreams – ageing well and access. The Senior Responsible Officer arrangements, outcome measures and work plans are still being established.</p>
1.3	<p>Next meeting</p> <p>The STG will meet again on 10th October 2024. A report from this meeting will be provided for the November meeting of the Wirral Place Based Partnership Board.</p> <p>The November meeting of the STG will be a workshop to which all programme Senior Responsible Officers will be invited. This will be linked to the outcomes of the Wirral Review.</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>

	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.
2.6	<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 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.

Author	Simon Banks
Contact Number	07796 207 640
Email	simon.banks@cheshireandmerseyside.nhs.uk