



HEALTH AND WELLBEING BOARD

Thursday, 13 March 2025

REPORT TITLE:	WIRRAL PLACE BASED PARTNERSHIP BOARD PERFORMANCE AND DELIVERY UPDATE OF THE PLACE PLAN AND IMPLICATIONS FOR THE HEALTH AND WELLBEING BOARD
REPORT OF:	PLACE DIRECTOR (WIRRAL), NHS CHESHIRE AND MERSEYSIDE

REPORT SUMMARY

The Wirral Health and Care Plan is a collective plan on Wirral, for how the health and care organisations across Wirral will work together to progress with agreed priorities and areas of work to improve health and wellbeing outcomes. These priorities are cognisant of, and support the delivery of a number of key national and Wirral Place level strategic aims, including the NHS 2024/25 priorities and operational planning guidance, the Wirral Council Plan 2023-27 and Wirral Health and Wellbeing Strategy 2022-27

This report presents to the Board the work being undertaken by the programmes within the Wirral Place Health and Care Plan, and their impact upon the Health and Wellbeing of Wirral people. The progress of programmes is monitored through a delivery dashboard which has been developed and agreed with the Strategy and Transformation Group (STG), which is a supporting group to the Wirral Place Based Partnership Board (WPBPB) and reviewed on a monthly basis. The dashboard provides an oversight of the whole programme portfolio, provides a monthly narrative update and Red Amber Green rating of overall programme delivery, benefits, risks, and issues.

This report affects all wards and is not a key decision.

RECOMMENDATION/S

The Health and Wellbeing Board is recommended to:

1. Note the delivery and oversight of the Health and Care Plan programmes as set out in this report.
2. Note the specific implications for delivery and support the progress towards improving outcomes for Wirral residents through its leadership of health and wellbeing initiatives across the borough.

SUPPORTING INFORMATION

1. REASON/S FOR RECOMMENDATION/S

- 1.1 The purpose of this report is to provide the Board with information and assurance on the progress of the programmes associated with the Wirral Health and Care Plan 2024-25, and their impact on the health and wellbeing of the Wirral population. There is a requirement to demonstrate progress against the delivery of the priorities within the Plan to evidence the progress made to the Wirral Place Based Partnership Board. The programme dashboard (Appendix 1) provides that evidence.

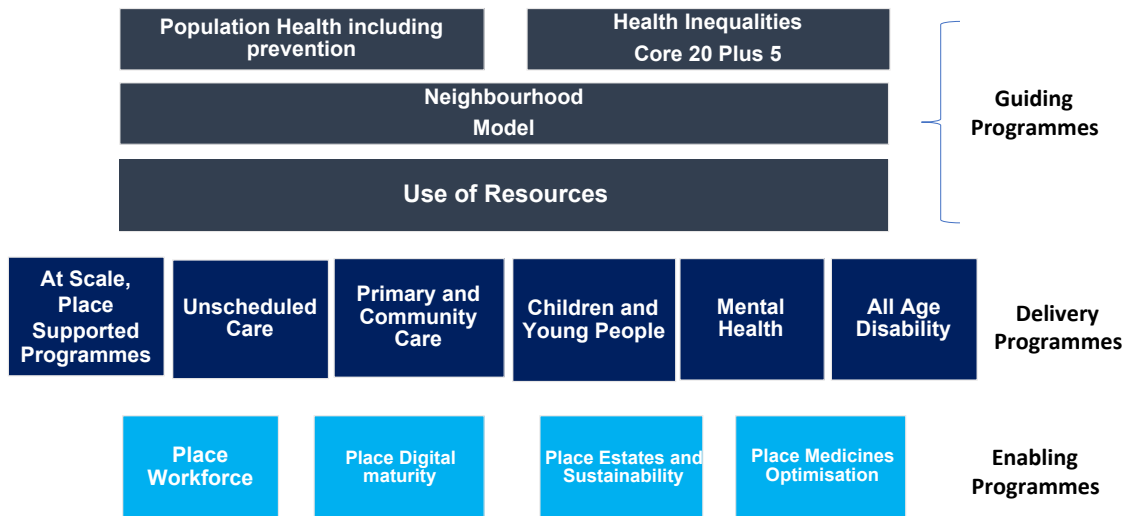
2. OTHER OPTIONS CONSIDERED

- 2.1 No other options have been considered as the report is at the request of the Board.

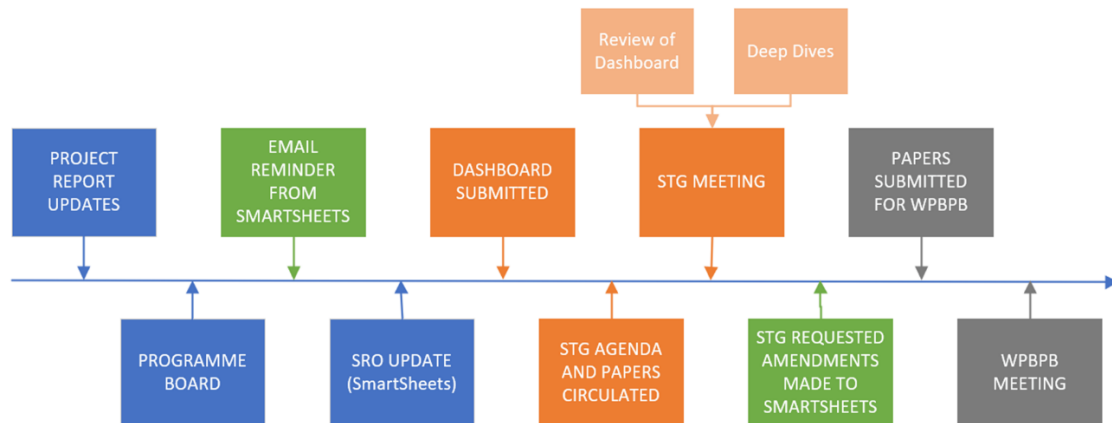
3. BACKGROUND INFORMATION

- 3.1. Work on the Wirral Place Health and Care Plan has been undertaken by programme teams, supported by the Wirral Improvement Team (WIT) with the Strategy and Transformation Group (STG) providing oversight of the whole programme portfolio within the plan, and ensuring that robust governance is in place through an agreed monitoring and control strategy.
- 3.2. In order to provide a stronger focus on both population health improvement and reducing inequalities in health and wellbeing outcomes WPBPB and STG have supported the establishment of a clear programme plan and oversight board for the Core20+5 approach to driving targeted action for health improvement. Whilst supporting the targeted areas set out within CORE 20+5 the Wirral approach has been to bring together a collaborative of place partners to agree a set of principles to apply across all areas of health development work to drive the reduction of health inequalities.
- 3.3. In support of the refreshed Health and Care Plan for 2024-25 each of the programmes have reviewed their priorities and deliverables, advised by emerging national and local strategy.
- 3.4. For the avoidance of doubt, the programmes that constitute the portfolio within the Health and Care Plan, including the above changes are summarised in the figure below:

Wirral Place Programmes



- 3.5. The data and narrative that constitutes the dashboard is agreed with the Senior Responsible Officers (SROs) and Programme Leads for each constituent programme and the membership of the STG.
- 3.6. The dashboard forms the information baseline for the monitoring and control of the suite of programmes within the plan. The monitoring process follows a clear timeline for report updating, review and adjustment. It also supports the detailed review of individual programme areas through a schedule of 'deep dives.' The monthly process is summarised in the figure below:



- 3.7. The 'Live' Dashboard is presented to the STG monthly, who act as the programme board for the portfolio, except for those programmes that it has been agreed should currently report directly to WPBPB. However, the whole portfolio will be shared including these areas for the completeness of information, and to ensure that there is a full 'read across' within the portfolio and a consideration of interdependencies.
- 3.8. To build strong assurance into the oversight of the Health and Care Plan, the whole portfolio is subject to an agreed monitoring and control strategy. This defines how Wirral Place Health and Care Plan programmes will be monitored and controlled to ensure that they are:

- Effectively managed in line with best practice project and programme management standards.
- Focussed on action and delivery.
- Focussed on achieving positive, demonstrable outcomes for the Wirral system including its residents, health and care organisations and employees.

The strategy also defines clear tolerances, escalation governance and change authority.

- 3.9. A delivery Red Amber Green rating is established by the Programme Lead and/or Senior Responsible Officer for each of the programmes. The criteria for these ratings are set out within the programme monitoring and control strategy, providing tolerances and escalation points for the purposes of programme assurance.
- 3.10. The overall delivery Red Amber Green (RAG) rating for the Health and Care plan reported in January relating to delivery in December was Amber, with two programmes in the portfolio reporting Red, five reporting Amber and eight reporting Green. The detailed delivery dashboard is provided at appendix 1.
- 3.11. The Wirral Place Partnership has agreed that tackling health inequalities is our shared key aim. As a 'Marmot Community', we are truly committed to improving the health and wellbeing of our population and in doing so focussing on reducing inequalities. This is implicit within the delivery of the Wirral Health and Care Plan programmes and set out in the identified benefits and progress against these benefits reported through the governance mechanisms described above. Based on the most recent programme position statements the board is directed to note the following highlights

3.11.1. Guiding Programmes

- The Population Health programme continues to focus actions on the key 'game changers' within the Health and Wellbeing Strategy and embedding the guiding principles of Core20plus5 into 'business as usual practice and through the Health and Care Plan. Key highlights have been
 - The launch of 'Branch', the new emotional health and wellbeing offer for children and young people in November 2024 (Digital central point of access, supported by a 'backbone team') engaging over 30 additional offers of support in addition to the actual commission.
 - The implementation of Families First for Children Pathfinder and Foundations Changemaker.
 - Delivery of outcomes within the early opportunity pipeline (for employment) including identifying 21 vacancies via the pipeline, 12 job offers made and 10 starters, 90% of whom are still in post. The pipeline forms part of a wider quality improvement process led by the council's Economic Growth and Public Health teams in partnership with local Anchor Institutions.
 - A new fuel poverty service commissioned by Public Health and delivered by Energy Projects Plus was launched in November 2024.
 - Projects have been identified against the Integrated Care Board (ICB) Health Inequalities funding, that will combine to impact on fuel poverty, family poverty and also health conditions linked to poor housing.

- The Neighbourhood programme is currently subject to a pause and review process, taking into consideration new emerging guidance from the NHS Plan and the Darzi report.
- at Month 9 Wirral Place is reporting a year-to-date deficit of £25.0m which is £9.5m above its planned deficit of £15.5m. This includes an under-delivery of £1.2m in relation to its savings plan. There is a predicted forecast out-turn deficit of £36.0m which is £15.4m above its plan of £20.7m. Wirral Place is working closely with all areas across the ICB to identify additional mitigations to address this adverse variance as part of the ICB Financial Recovery Plan.

3.11.2. Delivery Programmes

- Within the Children and Young People programme the business case for the implementation of the new Neurodevelopment model and recovery plan for the waiting list is completed and going through Governance processes. Additional funding is secured to support reductions in waiting list. The Portsmouth Profiling Tool is being rolled out in phases. Training took place Dec and roll out of phase 1 has begun. Advanced Solutions have been commissioned for 12 months to set up family networks support, advice and training to parents, professionals and Children & Young People. This will begin to implement assessment and support in the graduated approach. Funding is secured for developing a sensory offer. Branch, the new mental health platform is now fully launched.
- Within the Primary and Community Care Programme work on the roll out of integrated frailty teams to Wirral Primary Care Networks (PCNs) is progressing at pace to deliver proactive, coordinated care for people who most need it. They are especially focused on supporting people with higher levels of frailty and complex long term condition management, approx. 12,000 people, Wirral-wide. These are the people who are more likely to experience unplanned hospital admissions, which can be reduced through holistic assessment, care planning and coordination. Every PCN in Wirral is in the process of adopting this model. Moreton & Meols and Wallasey Wellbeing PCN units are already live, with most others expected to go live in the next few months. All should be in place by Quarter 3 of 2025/26. The model has been shared with NHS England's national team as a working example of Integrated Neighbourhood Teams. It has also been featured by the British Geriatric Society as an effective example of integrated proactive care. Wirral Primary Care Access shows a continued high number of appointments being offered by Primary Care in addition to the commission of a winter Acute Respiratory Infection Hub that provides an additional 368 appointments per week. Health Watch are currently collating qualitative information from patients to understand their experience of primary care and the length of time they waited for an appointment. The Programme Board has endorsed further exploration of synergies with the development of the Wirral Neighbourhood model.
- The All-Age Disability Programme has identified annual health and wellbeing checks, travel and transport, and supported employment as priorities. Work has continued on the delivery of an Independent Lives Target Operating Model for transition from child to adult services.
- Within the Mental Health programme work has commenced on developing population health segmentation data for mental health in Wirral. Whilst concerns are being addressed around the availability of housing, resulting in

the programme status change, the first resident has now signed their tenancy agreement within the housing pilot. Wirral has exceeded national diagnosis targets for dementia and work continues to refine this pathway further. The deployment rate for first response vehicles has started to increase, supported by increased service capacity. Following a recent rapid process improvement event, a 'Staying Well' pathway is being developed to improve community links and enhance the post-discharge offer.

- The Urgent and Emergency Care Programme held a 3-day Multi Agency Discharge Event (MADE) between the 17th and 19th December 2024 which was deemed successful with partners working effectively over the event, with positive outcomes seen, including a significant increase in pathway 2 discharges from WUTH. A second MADE took place between 6th and 8th January 2025, again with positive outcomes. Key learnings were captured throughout the event which will be owned and developed by programme workstreams. A system capacity & demand plan has been developed, including discharge pathway activity shift and has been demonstrated robust partnership engagement. Working with the Emergency Care Intensive Support Team (ECIST) the programme is progressing with the call before convey pilot. A frailty Same Day Emergency Care (SDEC) also pilot started on the 9th of December and is progressing.

3.11.3. Enabling Programmes

- The Wirral Estates & Sustainability Programme Group is considering the current review of Place governance and the re-instatement of Cheshire Mersey ICB Strategic Estates Board. Accordingly, the Programme SRO has paused some aspects of the programme. As part of the Operational pillar of the programme the demand tracker request form has been prepared for launch. This captures Wirral Place level estates requirements such as lease renewals, space/accommodation requirements, utilisation, Void space, emergency developments and disposals.
- Digital Maturity Programme Touchpoint Strategy Board meeting was held in late December with stakeholders with agreement to hold a workshop in January/February 2025 to refine programme vision, objectives and strategy, align with other Wirral initiatives and ensure correct stakeholders are involved.
- Key progress within the Medicines Optimisation Programme includes the Cheshire & Merseyside Medicines waste campaign progressing alongside a refresh of patient led-ordering principles. The programme is now linked in with ageing well work, the Mental Health work programme and the falls operational group. Work is underway to explore how prescribing should be undertaken safely and effectively within the integrated frailty service model.
- Within the Workforce Programme a workshop has been organised to review and finalise workforce insight dashboard with place colleagues, to agree reporting process and key lines of reporting. A lessons learned process is underway for the Care Leavers employment project. A Place level Health and Care Jobs Fair was held on 21st January working with a wide range of partners. Over 440 people attended, seeing 21 employers, 5 training providers, and 3 worklessness / careers support organisations. An exit sample survey identified that almost a quarter of those people asked had been able to have an interview during the fair, and that 9% were provisionally offered a job,

showing the value of connecting employers and job seekers face to face. The event received great feedback from exhibitors and attendees alike.

3.12. Following questions and discussion at the Health and Wellbeing Board in December 2024 with regard to the Mental Health programme and specifically around work to address both the numbers of people residing in in-patient care that were clinically fit for discharge, and the relatively high proportion of people who were unknown to the service at the point of admission, members of the programme team have provided the information below to clarify the current situation in these regards, and also to highlight how the programme itself is working to address these issues.

3.12.1. Wirral people clinically ready for discharge

Within the Secondary Care Mental Health provider variable performance is noted regarding the number of patients who are Clinically Ready for Discharge (CRFD) across each locality with December particularly seeing a higher level of CRFD in Wirral compared to other localities however this varies month on month and relates to several different factors including the numbers of people discharged in the month that were clinically ready for discharge. The most recent figures reported to the Wirral Mental Health Forum on 17th January 2025 showed 8 people who were CRFD. The main reason for the delays to discharge was the availability of local supported housing or specialist housing.

The table below provides a comparison of bed days lost across localities and specialities.

Associated bed days lost in month													
Care Group Month / Year	CYP		LD		SMH East		SMH West		SMH Wirral		Total		
	Delayed days	% of bed days lost	Delayed days	% of bed days lost	Delayed days	% of bed days lost	Delayed days	% of bed days lost	Delayed days	% of bed days lost	Delayed days	% of bed days lost	
Feb 25	6	5.0%	24	42.9%	36	8.0%	90	15.3%	58	9.3%	214	11.6%	
Jan 25	46	8.1%	124	50.0%	223	11.6%	466	18.2%	351	12.8%	1210	15.0%	
Dec 24	70	11.9%	139	64.7%	129	6.6%	368	14.6%	495	18.0%	1201	14.9%	
Nov 24	18	3.0%	150	71.4%	45	2.4%	287	11.7%	354	13.9%	854	11.1%	
Oct 24	0	0.0%	159	58.7%	118	6.0%	334	13.3%	319	12.1%	930	11.9%	
Sep 24	0	0.0%	161	63.9%	96	5.0%	350	14.5%	397	15.8%	1004	13.3%	

In Wirral we have seen a significant increase in the number of people requiring supported living accommodation; Local Authority funded supported living housing has increased from 196 people in 2017/18 to approximately 318 in December 2024. In order to free up supported living, residents can be moved to a more independent housing setting, however this has been delayed due to a lack of appropriate independent accommodation choices. A scoping exercise is taking place to identify how some of these issues can be addressed. In addition, a project is being delivered in partnership with Magenta Housing with a focus on identifying how we can better support people with their Mental and Social needs once they have been discharged. The first person was discharged under this pilot in December with a second person currently being identified. The low numbers of people discharged to this pilot has again been due to the lack of available housing options.

Within Mental Health Inpatient settings, some process changes have been made recently to support a more timely discharge. This has included the addition of an Estimated Date for Discharge that enables the teams on the ward to start to plan for discharge during a persons stay.

3.12.2. **Wirral people not already known to health care and where the first health care is an admission into hospital.**

People "not already known" refers to people who are not currently under the care of Mental Health Services, they may however have accessed services previously and be under the care of their GP or other therapy services. The chart below shows the breakdown of known and unknown patients admitted across each locality between April 24-Jan 25

Patient Locality at admission Month	East		Other		West		Wirral		Total	
	Known	Unknown	Known	Unknown	Known	Unknown	Known	Unknown	Known	Unknown
24/25										
Jan	7	3	2	2	4	5	3	6	16	16
Dec	9	2	2	1	6	6	5	6	22	15
Nov	4	1	0	1	5	4	5	3	14	9
Oct	4	0	2	0	8	4	8	4	22	8
Sep	7	2	0	1	10	4	6	4	23	11
Aug	6	5	0	1	5	0	5	3	16	9
Jul	5	1	0	1	4	1	4	3	13	6
Jun	5	0	1	0	4	2	5	3	15	5
May	8	2	1	1	4	1	7	2	20	6
Apr	5	0	1	1	6	3	2	1	14	5

Of the Wirral patients admitted between April 2024 – Jan 2025, 35 were unknown to CMHT at the point of admission. This is higher for Wirral than other localities, however within these numbers there are a number of other factors that provide further information in respect of this patient cohort. Some of these patients were previously 'open' to services at time of admission, including those patients discharged from the community within 12 months and a cohort where patients that are unknown to community services at time of admission.

To address this issue Rapid Process Improvement Workshops were held in November and reviewed a number of patient journeys, patient feedback and service data in Wirral for people who were previously known to services and then admitted to an inpatient bed. It was identified that an enhanced discharge offer could help to support inpatient admissions.

A Staying Well pathway is now in development that will provide people who have been discharged from community services to be able to access support in a variety of ways, this pathway will include an action plan for their recovery, self-help information, information on alternative support available in the community such as crisis cafe's as well as an option to be able to speak to their local community team up to 12 months after discharge.

4. FINANCIAL IMPLICATIONS

- 4.1 The potential financial implications arising from the Wirral Health and Care Plan are considered within the individual programme benefits, risk and issue logs, and any specific financial implications would be addressed through the appropriate processes. The Use of Resources programme will focus on identifying opportunities to deliver further efficiencies to spending on Wirral.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications directly arising from this report.

6. RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The Health and Care Plan programme structure includes enabling programmes for workforce, digital maturity, estates, and sustainability. Part of the remit of these programmes is to identify and support the specific resource implications of the delivery and guiding programmes.

7. RELEVANT RISKS

- 7.1 Each programme within the Health and Care Plan has identified the relevant programme risks and mitigations. A summary risk report is available within the 'Live' dashboard that identifies the red and amber rated risks across the portfolio of programmes. This dashboard is a standing agenda item at the Wirral STG as the Programme Board, and any key risk escalations are highlighted to the STG by the Programme Director for Wirral Improvement Team.

8. ENGAGEMENT/CONSULTATION

- 8.1 The programmes presented within the dashboard are specific to the Wirral Health and Care Plan, which has been developed collaboratively across key stakeholders across the Place through place workshops and with system colleagues within Strategy and Transformation Group meetings.

9. EQUALITY IMPLICATIONS

- 9.1 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. Within the Health and Care Plan there is a framework for our approach to tackling health inequalities and each programme of work will complete impact assessments to ensure any adverse impact is identified and mitigating actions put in place where possible.
- 9.2 This report is for information and an EIA is not required.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 The enabling programmes within the Health and Care Plan include an estates and sustainability programme which has a specific aim to target investment to support net zero carbon ambitions. Furthermore, the plan is cognisant of and guided by a

number of key national, regional and Wirral specific strategy and policy requirements that focus Wirral Place on environment and climate implications. These include the Wirral Council Plan 2023-27, the Health and Wellbeing Strategy 2022-27 and Marmot Principles to build safe, sustainable and vibrant communities.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 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.

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APPENDICES

Appendix 1 - Wirral Health and Care Plan Dashboard

BACKGROUND PAPERS

Wirral Health and Care Plan 2024-25

TERMS OF REFERENCE

This report is being considered by the Wirral Health and Wellbeing Board in accordance with parts (d) and (e) of its Terms of Reference:

(d) To drive a collaborative approach to commissioning of improved health and care services which improve the health and wellbeing of local people

(e) To consider and take advantage of opportunities to more closely integrate health and social care services in commissioning and provision

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Wirral Place Based Partnership Board	19 th October 2023
	23 rd November 2023
	21 st December 2023
	25 th January 2024
	22 nd February 2024
	21 st March 2024
	7 th May 2024
	25 th July 2024

	26th September 2024 17th October 2024 21st November 2024 19th December 2024 23rd January 2025
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