



Cheshire and Merseyside

## Wirral Place Review Meeting 24<sup>th</sup> October 2022



Cheshire and Merseyside

### Areas for discussion

- **Urgent Care**
  - Action plan for reduction in NCTR (non-criteria to reside).
  - Place wide report on urgent care system to include use of social care indicators.
  - Developed winter plans including your approach to delivery and oversight through winter period.
- **Place Maturity self-assessment**
  - Key outputs
  - Identification of areas of support the Central Team could provide.
  - Impact of delegation/governance changes.

## Urgent Care



### Urgent Care – No Criteria To Reside (NCR)

- ~220 at WUTH against 95% recording level.
- Daily tracking of people by Pathway and readiness for discharge.
- Internal report to check accuracy including those subject to ongoing care within hospital.
- System Discharge Cell and Discharge Director.
- Exploring 'lift and shift' of Pathway 1 waiters to residential care beds.
- Separate Integrated Discharge Team support function targeting NCR.
- End of Life Personal Care (Fast Track) expansion by end of year.
- Overall Winter Plan aims to support reduction in NCR - need assurance on delivery and impact.

## Urgent Care – System Indicators Overview (1)

- Daily operational performance reporting to Chief Operating Officers.
- Currently refining our Urgent and Emergency Care (UEC) triggers and tolerances.
- Tracking whether the system is meeting the targets and whether there is any change to common cause variation.
- Example of breakdown of metrics circulated prior to Place Review Meeting.
- Activity levels remain high and system flow blockages are being felt strongest in the acute and mental health inpatient facilities.
- General practice also reporting high demand for services.
- Home First and Virtual Wards are new services with less than one month data.
- Capacity in care homes is good but placing and matching is problematic. Domiciliary care availability is below pre-pandemic levels.

## Urgent Care – System Indicators Overview (2)

Data as of 17<sup>th</sup> October 2022

- ED 4 Hour Performance YTD: 76.67% All types & 50.91% Type 1 (7 from 9 in C&M)
- NEL: Marginal reduction compared to last year.
- NCR 220~ / G&A Occupancy ~98%/ Mental Health ~100%
- Ambulance: See and Treat/Hear and Treat @ C&M Average
- Ambulance Turnaround Times >60: Ave 5 per day.
- Type 3/Walk In Centre Activity - Rising activity trend since April 2022 and last year.
- UCR : 220 per month.
- D2A LOS >32 days v 21 day LOS target (Pathway main challenge but 27 down to 11 waiting now).
- Care Market Hours per month circa 30% less than pre covid (3,300/2,300).
- Care Home Capacity: ~340 but less admissible on the day.

## Urgent Care– Winter Plan (1)

- Developed by system partners in Wirral through Chief Operating Officers Group, Strategy and Transformation Group and A&E Delivery Board (AEDB).
- Operational delivery alongside change programmes (see accompanying information).
- Minimum ~£6.5m investment, mapped and agreed with Wirral Place Finance Investment and Resources Group.
- Key initiatives include: Virtual Wards, HomeFirst, Care Market Sufficiency, 71+22 D2A, Pathway 1 Step Down Beds, Frailty and Respiratory @ Front Door & EOL Personal Care.



Wirral University Teaching Hospital  
NHS Foundation Trust

Primary Care Partnership



Wirral Community  
Health and Care  
NHS Foundation Trust



Cheshire and  
Wirral Partnership  
NHS Foundation Trust



Cheshire and Merseyside



## Urgent Care – Winter Plan (2)

- AEDB yet to sign off plan – meeting 25/10/22.
- Key risk of hospital occupancy vs ability of schemes to deliver reduced G&A utilisation.
- Delivery and oversight covered in supporting information, headlines:
  - Daily operational reporting.
  - Minimum weekly and up to daily Chief Operating Officer oversight of UEC and WP delivery.
  - Escalation to Place Director/Wirral System CEOs Group if required.
  - Fortnightly Strategy and Transformational Group oversight of new investments and review of existing initiatives.
  - AEDB monthly.



Wirral University Teaching Hospital  
NHS Foundation Trust

Primary Care Partnership

WIRRAL



Wirral Community  
Health and Care  
NHS Foundation Trust



Cheshire and  
Wirral Partnership  
NHS Foundation Trust



Cheshire and Merseyside



8



Cheshire and Merseyside

## Place Maturity Self Assessment



Wirral University Teaching Hospital  
NHS Foundation Trust

Primary Care Partnership

WIRRAL



Wirral Community  
Health and Care  
NHS Foundation Trust



Cheshire and  
Wirral Partnership  
NHS Foundation Trust



Cheshire and Merseyside



Category	Summary	Development Need	NHS C&M Support
<b>Ambition and Vision</b>	<ul style="list-style-type: none"> <li>Established.</li> <li>Ambition and vision developed by partners.</li> <li>Clear links to Wirral Plan 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure ambition communicated and understood.</li> <li>Alignment with new strategies, plans and objectives.</li> <li>Reporting of impact to Place Based Partnership Board.</li> </ul>	<ul style="list-style-type: none"> <li>Affirmation of importance of "place".</li> <li>Communication and engagement support.</li> <li>Engagement in HCP Strategy and any NHS plans.</li> <li>Place based finance and performance reports to demonstrate impact.</li> </ul>
<b>Leadership and Culture</b>	<ul style="list-style-type: none"> <li>Established place leadership and partnership working.</li> <li>Evolving culture (new people involved and new governance - need to revisit).</li> </ul>	<ul style="list-style-type: none"> <li>Values and behaviours and ways of working.</li> <li>Conclude MoU with VCFSE.</li> <li>Wider primary care and provider engagement.</li> <li>Developed communications and engagement approach.</li> </ul>	<ul style="list-style-type: none"> <li>Development programme for PBPB.</li> <li>Support for MoU.</li> <li>Support for wider engagement of primary care and providers.</li> <li>Place focused support for communications and engagement activities.</li> </ul>

Category	Summary	Development Need	NHS C&M Support
<b>Design and Delivery</b>	<ul style="list-style-type: none"> <li>Established.</li> <li>Finance, planning and delivery of services, estates (including sustainability) local working arrangements being built upon.</li> </ul>	<ul style="list-style-type: none"> <li>Connectivity to new place governance arrangements.</li> <li>Alignment with new strategies, plans and objectives.</li> <li>Alignment with NHS C&amp;M/ICS programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop place governance.</li> <li>Clarity on alignment of place and wider system programmes.</li> <li>Scheme of delegation for Place Director.</li> <li>Clear resource allocation to Place Director.</li> <li>Place reporting mechanisms.</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Developed with partners.</li> <li>Established overall, with some elements evolving.</li> <li>Wirral Council and historic CCG relationship transposed into new arrangements.</li> <li>Provider collaboration evolving from strong position.</li> </ul>	<ul style="list-style-type: none"> <li>Finalised Terms of Reference for PBPB and supporting groups.</li> <li>Continue to develop shared/aligned governance across system.</li> <li>Clarity on delegation to place for (a) Council – NHS C&amp;M and (b) NHS C&amp;M – Place.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure congruence of place governance with NHS C&amp;M requirements.</li> <li>Formal approval of place governance arrangements.</li> <li>Clarity on delegation to place.</li> </ul>