

Why do we need to change?



Historic approach to health inequalities has not delivered Inequalities and unexplained variances in health outcomes continue Impact of pandemic and cost of living crisis increasing health inequalities

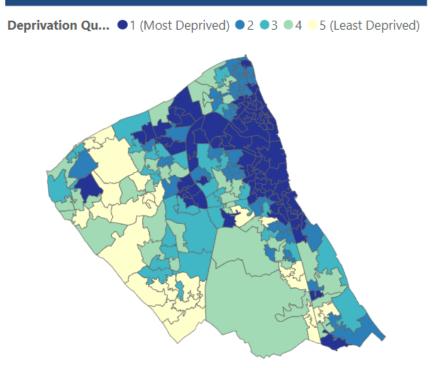
Levels of deprivation increasing

Joint working in pandemic has shown real benefits

Neighbourhood and PCN footprints not changing

INDICES OF DEPRIVATION

IMD 2019 by Deprivation Quintile and LSOA



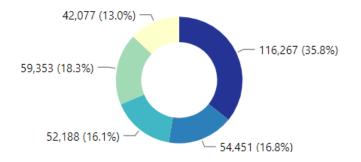
Most Deprived Summary

In total **72** out of **206** LSOAs are in the most deprived 20% national quintile, this means that for the **total population** there are **116,267** out of **324,336** (**35.8%**) people living in the 20% most deprived areas of England.

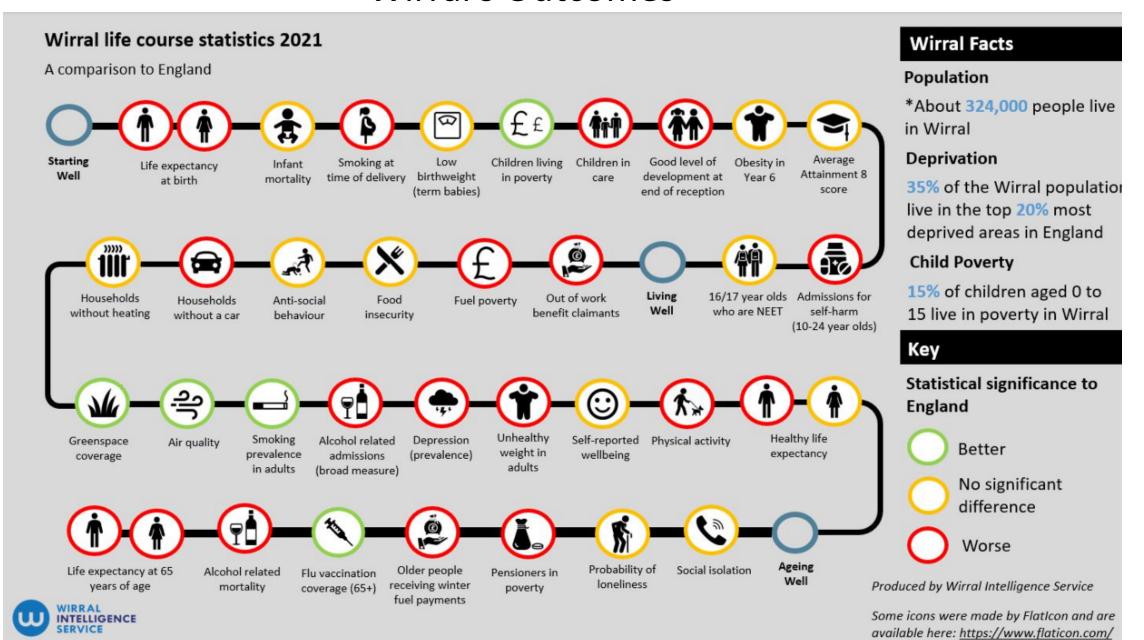
Least Deprived Summary

In total **28** out of **206** LSOAs are in the least deprived 20% national quintile, this means that for the **total population** there are **42,077** out of **324,336** (**13.0%**) people living in the 20% least deprived areas of England.

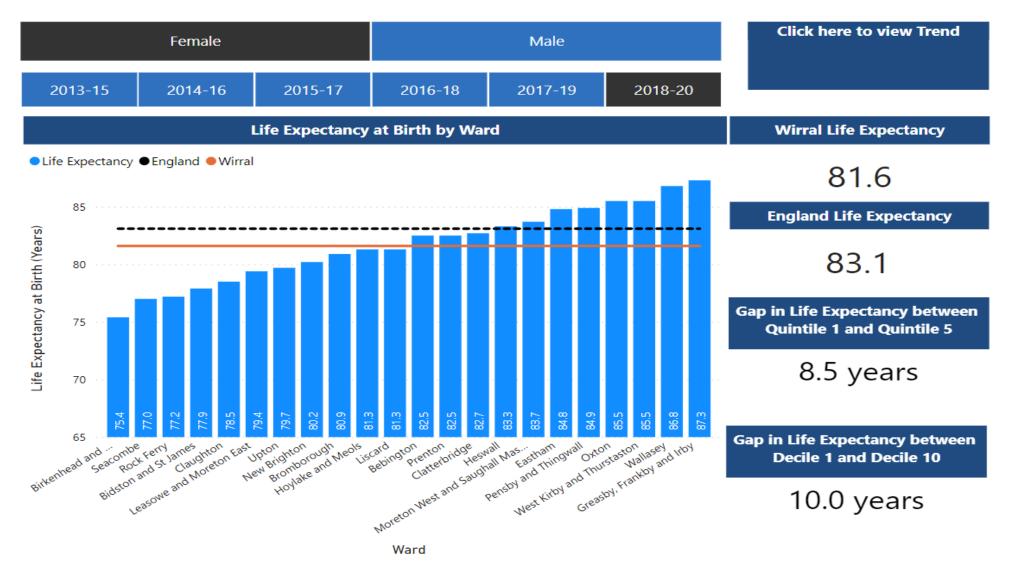
Percentage of Population by IMD Quintile



Wirral's Outcomes



LIFE EXPECTANCY

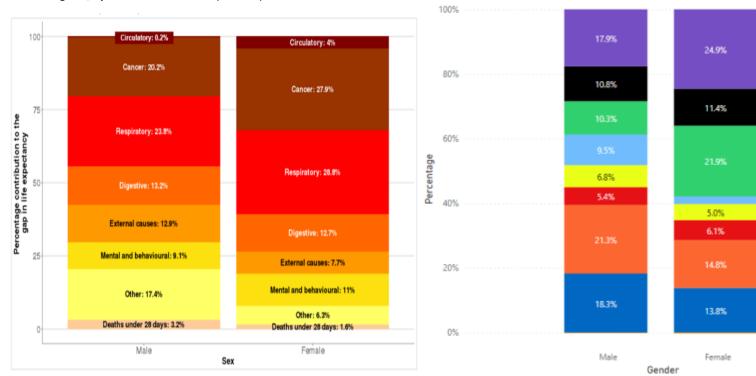


The high burden of disease in deprived areas generates higher use of health and social care services, higher unemployment, and lower productivity.

Life expectancy gap between most deprived and least deprived quintile by cause

Cause ● Cancer ● Circulatory ● COVID-19 ● Digestive ● External ● Mental ● Other ● Respiratory ▶

Proportional (%) breakdown of the life expectancy gap between Wirral and England, by broad cause of death (2015-17)



The chart on the left shows in 2018-20, the gap in life expectancy between quintile 1 and quintile 5 by cause.

For males, the gap was 9.7 years. The main causes of excess deaths in quintile 1 that contributed to this gap are:

- Circulatory conditions 21.3%
- Cancer 18.3%
- Respiratory conditions 17.9%

For females, the gap was 8.5 years. The main causes of excess deaths in quintile 1 that contributed to this gap are:

- Respiratory conditions 24.9%
- Mental & behavioural causes 21.9%
- Circulatory conditions 14.8%

Wirral Health Inequalities Electoral Ward Profiles

Better 95% Similar Worse 95% Quintiles: Best Worst	Bebington	Bidston and St James	Birkenhead and Tranmere	Bromborough	Clatterbridge	Claughton	Eastham	Greasby, Frankby and Irby	Hesvall	Hoylake and Meols	Leasowe and Moreton East	Liscard	Moreton West and Saughall Massie	New Brighton	Oxton	Pensby and Thingwall	Prenton	Rock Ferry	Seacombe	Upton	Wallasey	West Kirby and Thurstaston		
Total Population	15,669	16,256	16,926	16,427	13,986	14,201	14,195	13,728	13,126	13,451	15,086	16,086	13,958	15,162	13,784	13,024	14,786	14,751	15,609	16,924	14,658	12,543		ъ
Population aged 65 years and over	3,375	2,340	1,948	3,021	4,146	3,244	3,392	4,058	4,374	3,602	2,785	3,012	3,402	3,336	3,325	3,775	3,067	2,251	2,066	3,633	3,535	3,602	Wirral	England
Black and Minority Ethnic Population (Census, 2011)	683	836	1,682	659	512	831	410	487	653	723	648	768	476	922	835	460	735	820	846	764	587	764	\$	Ę
IMD Score, 2019	17.1	60.6	61.5	30.8	11.4	37.3	17.9	9.5	6.3	12.2	39.3	39.1	24.8	32.0	21.3	15.3	23.5	54.2	58.0	33.8	15.6	12.6	29.6	21.7
Income deprivation, IMD 2019	9.9	37.7	36.7	16.7	6.5	21.1	9.9	6.0	4.3	7.4	23.5	21.1	14.7	18.0	11.6	9.9	13.6	33.2	33.8	20.8	8.9	7.6	17.4	12.9
Older people in Poverty, English Indices of Deprivation, 2019	10.6	36.3	40.1	17.9	7.4	21.8	12.1	7.4	5.1	8.9	25.6	21.5	18.0	19.7	13.2	13.7	15.7	29.9	31.4	22.3	11.6	9.1	16.6	14.2
Child Poverty, English Indices of Deprivation , 2019	11.7	45.2	41.1	20.0	5.9	24.9	11.5	5.7	4.0	5.6	29.2	25.8	18.2	20.2	11.2	8.3	13.8	41.9	41.5	25.6	9.6	6.4	21.8	17.1
GCSE Achievement	73.9	44.1	37.4	62.2	72.8	54.5	57.2	69.5	79.9	73.0	46.7	48.9	59.3	49.5	64.2	69.3	68.7	53.1	39.2	53.1	61.1	76.9	59.1	56.6
Fuel Poverty, 2020	13.1	23.2	22.4	16.0	9.3	15.8	11.1	8.4	8.0	11.1	16.0	17.7	11.0	15.2	10.8	10.7	13.6	22.1	21.7	13.8	11.7	9.0	14.4	13.2
Emergency hospital admissions in under 5s	173.8	183.1	190.7	176.4	202.2	197.0	174.0	168.6	142.8	171.4	187.5	176.8	199.4	151.9	224.1	139.9	183.0	214.9	211.4	198.0	163.5	123.0	182.9	140.7
Emergency hospital admissions for injuries in under 5 years olds	108.0	163.7	174.0	97.5	112.8	155.2	117.6	122.4	80.5	125.1	140.4	130.4	129.2	131.1	102.8	120.6	120.7	140.5	152.6	120.7	112.4	109.5	130.8	119.3
Emergency hospital admissions for injuries in under 15 years old	82.1	130.0	124.7	82.0	80.8	119.1	87.3	89.8	73.9	92.2	110.3	111.7	89.9	107.4	104.5	99.0	78.4	110.7	105.4	111.5	72.8	81.7	99.9	92.0
Emergency hospital admissions for injuries in 15 to 24 years old	127.0	219.2	326.9	160.8	82.1	196.3	119.6	106.7	102.5	126.1	192.2	165.3	183.5	163.1	171.7	141.0	171.6	259.3	175.7	188.6	122.9	156.0	174.0	127.9
Emergency hospital admissions for intentional self harm	95.7	214.8	302.8	128.4	64.3	210.1	109.3	53.7	85.2	82.7	153.9	162.9	134.8	163.3	126.8	98.0	126.5	227.9	229.2	168.0	68.5	94.0	147.9	100.0
Emergency hospital admissions for all causes, all ages	107.2	176.2	180.7	127.9	101.8	148.4	112.4	94.7	84.9	102.8	150.7	134.2	125.3	122.5	122.5	104.9	120.3	180.2	165.2	137.2	96.2	94.1	125.5	100.0
Emergency hospital admissions for coronary heart disease	109.2	151.3	154.3	105.4	84.3	118.2	111.5	100.2	77.3	82.1	127.0	115.1	127.3	98.9	117.7	101.7	93.8	151.6	164.9	118.4	92.2	85.3	110.0	100.0
Emergency hospital admissions for Myocardial Infarction (heart attack)	66.5	108.3	120.3	79.2	62.7	88.2	75.7	84.7	69.6	70.9	101.7	85.0	85.8	68.3	96.7	71.3	73.5	91.6	126.6	105.0	73.0	67.7	83.3	100.0
Emergency hospital admissions for stroke	89.9	125.4	143.9	94.9	84.9	101.1	85.5	74.1	81.8	79.9	131.4	110.5	79.2	88.0	97.8	90.7	86.4	118.1	152.5	87.4	69.3	84.0	94.6	100.0
Emergency hospital admissions for hip fracture in 65+	79.3	145.2	122.3	107.5	106.8	112.9	79.6	69.0	79.3	101.5	128.7	109.6	89.1	115.6	133.3	74.0	89.9	156.6	119.2	101.8	67.0	78.0	99.0	100.0
Incidence of all cancers	111.4	134.6	113.9	104.8	103.9	104.7	118.3	102.3	101.4	100.1	118.8	101.9	116.1	100.5	103.0	115.5	111.0	130.3	119.4	109.6	100.9	102.1	109.3	100.0
Incidence of breast cancer	109.6	79.6	89.4	97.6	103.0	98.3	114.4	104.2	114.7	129.8	92.0	83.9	106.2	99.0	117.8	133.6	115.6	82.8	84.5	114.5	98.7	114.5	104.8	100.0
Incidence of colorectal cancer	119.9	135.4	100.8	93.9	108.6	104.6	126.1	111.2	114.9	113.7	136.6	89.9	144.8	104.8	98.8	113.4	121.3	104.3	156.5	96.3	103.0	100.0	112.8	100.0
Incidence of lung cancer	97.7	204.0	222.5	121.5	74.7	112.3	109.8	74.1	53.3	69.4	150.1	146.4	126.1	132.0	98.2	90.6	115.2	171.8	180.5	125.0	82.8	78.7	112.8	100.0
Incidence of prostate cancer	108.8	93.6	52.6	89.0	117.5	86.9	107.8	108.8	105.9	101.8	99.3	78.1	74.9	66.0	115.2	119.7	110.3	98.8	69.4	86.6	94.7	101.8	96.3	100.0
Deaths from all cancer, all ages	99.6	157.2	140.6	108.5	103.6	106.9	114.8	93.9	90.2	99.9	128.0	112.8	108.9	115.3	96.5	101.6	95.6	144.4	142.4	110.7	97.0	87.1	108.6	100.0
Deaths from all cancer, under 75 years	91.8	188.4	165.5	113.8	91.4	111.7	122.0	79.4	73.1	94.0	143.8	127.7	105.0	105.2	104.8	95.0	112.3	151.8	160.0	121.8	96.1	82.7	112.5	100.0
Deaths from all causes, all ages	109.6	164.4	166.1	121.7	104.8	140.7	94.0	74.4	85.1	107.1	122.9	131.7	101.2	123.4	92.0	85.9	100.0	164.5	156.1	122.2	81.1	79.9	110.3	100.0
Deaths from all causes, under 75 years	99.7	215.5	233.1	128.0	85.1	121.3	111.4	68.1	71.7	84.0	145.4	140.5	107.8	124.1	96.1	85.6	117.3	185.3	193.7	136.9	86.2	75.6	119.7	100.0
Deaths from causes considered preventable, under 75 years	96.6	266.9	293.2	128.4	68.4	118.5	111.7	65.8	51.0	75.7	159.6	159.6	115.7	124.9	88.4	71.9	113.4	214.6	219.8	151.7	82.8	69.6	124.7	100.0
Deaths from circulatory disease, all ages	92.8	138.5	145.1	117.4	90.6	110.5	86.3	71.6	81.9	85.8	125.2	114.2	99.0	111.1	81.9	79.7	90.9	118.9	154.9	92.4	84.7	74.8	97.8	100.0
Deaths from circulatory disease, under 75 years	86.9	196.9	235.3	123.6	62.3	107.2	101.9	56.8	79.7	54.3	145.3	120.7	89.5	114.3	74.8	74.2	115.0	129.9	222.8	124.3	73.2	64.1	107.2	100.0
Deaths from coronary heart disease, all ages	89.6	155.1	158.4	119.7	80.3	95.6	83.3	71.6	69.7	78.7	120.7	107.7	89.2	101.6	80.2	87.2	91.1	118.9	161.4	83.8	77.9	60.0	93.9	100.0
Deaths from respiratory diseases, all ages	120.1	232.0	203.7	140.6	97.2	156.8	116.3	72.0	78.5	104.5	181.2	164.5	132.2	151.9	96.8	82.6	131.8	211.8	207.9	150.5	88.4	76.2	126.8	100.0
Deaths from stroke, all ages	93.7	104.7	123.7	118.4	105.0	142.1	102.2	78.6	84.1	89.7	147.4	147.0	94.3	161.6	91.8	75.1	112.0	131.4	142.3	100.0	82.2	99.8	107.0	100.0

Our Proposed Refreshed Model

Community power is not a model that can be simply transferred from place to place. Its evolution is determined by the particular communities who ultimately should influence and lead decisions and the nature of support.

- Neighbourhoods Care Communities will form the foundation for how we on Wirral and our health and care system will tackle health inequalities
- It will be led by community leaders bottom up approach to tackling health inequalities.
- Population health and local intelligence joined focus on deep local insight
- Each Neighbourhood will decide their particular priority to focus on
- Enable the change principle to test out as long as you don't bankrupt or cause harm transformation funding for each neighbourhood
- Relationships in the neighbourhood are key
- Work will be prevention focused wider determinants and clinical approach
- Community participation in decision-making
- Understand the neighbourhood to ensure there is a community asset approach
- Our aim to move to community paradigm



Three NHS paradigms: state, market and community

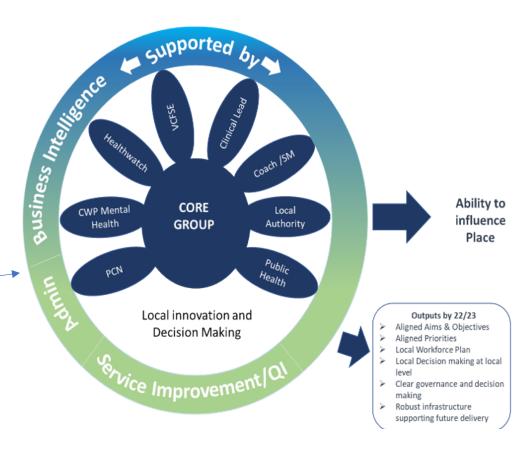
The NHS	State paradigm	Market paradigm	Community paradigm					
Key organisational principle	Standardisation	Efficiency	Prevention					
Key problems seeking to solve	Treating illness	Treating illness more efficiently	Preventing illness, alongside treatment when needed					
Locus of power	Clinician and Whitehall bureaucrat	Clinician and manager	Clinician and community					
View of service user	Deficit-led: primarily a passive patient	Transaction-led: a customer with choice determined by provider	Asset-led: a participant in their own health and wellbeing					
View of communities	Not in the purview of services	A source of treatment alternatives through social prescribing	Equal partners with deep insight into effective service response					
Implementation method	Top-down, uniform model of provision	Targets, performance management and productivity drives	Devolution, culture change and deep community engagement					
Organisational relationships	Separate specialist organisations	Competition between organisations	Collaboration and shared community- led mission across organisations					
Funding model	Centrally planned funding model	Activity-based funding model	Place-based funding allocations, joint investment in prevention					
Accountability	Whitehall	Whitehall, across an increasing number of arms-length bodies	Local accountability in the context of a national outcomes framework					
Approach to engagement	Not widely pursued	Patient feedback sought through closed surveys	Community participation viewed as essential to service design					
Attitude to data	Quantitative data informs decision-making at the top	Quantitative data informs performance management within different services	Quantitative data, combined with qualitative community insights, informs prevention shift					

These key to our principles

Our Proposed Model

Steering Group 9 Core Groups

Potential Operating Model



High Level Programme Time Line

This potential future model will need agreement by Wirral Place

High Level Plan (Draft)

Agreement of Model and Membership of the Groups

Proposed Model and Plan signed off by Wirral Place and alignment with Wirral Partners Board for the programme structure

Agreement of Membership of the Steering group and for the Core Teams in each Neighbourhood and agreement of chair.

Alignment of support functions

- **Business Intelligence**
- Transformation Managers

MOU & Relationship Agreement

Population Health dashboards developed for each neighbourhood

9 Neighbourhood Care Communities forming and developing

Engagement events in each of the Neighbourhoods

Core Groups established with regular monthly meetings and development sessions. Local health and care representation at the Core Groups.

Priorities agreed to deliver local elements to tackle health inequalities

Outcome framework agreed to capture impacts

Framework for managing local proposals for non recurrent funding / resources

Network of local voices from local people in each neighbourhood care community

Integrated Care Communities

Wider specialist teams aligned to care communities e.g.

- Secondary Care
- · Specialist Mental Health

Work force strategy to include single operational line management structure

Robust local visibility of for example housing, education, councillors

Delivery of functions at local level 30 – 50k population, patch based 50 - 100k population &place based agreed

Cost centres for each care community defined

Advanced Care Communities

All Care Communities fully functioning as integrated decision making units

Full picture of future resources requirements to support innovation changes in patient flows into acute settings

Robust networks of local voices developing change ideas

Robust estates strategy in place

Robust IT/digital solutions strategy in place

Clear work force strategy implemented

2022/23 2023/24 2023/24

2024/25

Goals

What we need to develop now

- Steering Group and Core group membership to be agreed and start to meet monthly need to identify support from Place management team
- Relationships are key and the bottom up approach must allow time for this
- Get champions 'shiny stars' and GP champions
- Identify if there is potential to start with two communities prototypes
- Support with quality improvement/ service improvement resource
- Engagement events in each neighbourhood Eastern Cheshire had up to 157 people
- Population health dashboards for each including activity eg ED attendance etc.
- Have a relationship document which outlines the specific objectives of each care community and the governance
- Everyone has to accept the model this is how we work here growing a community-focused organisational culture across all organisations in Wirral
- Measure maturity of each core group as we progress
- Name the neighbourhoods!

