

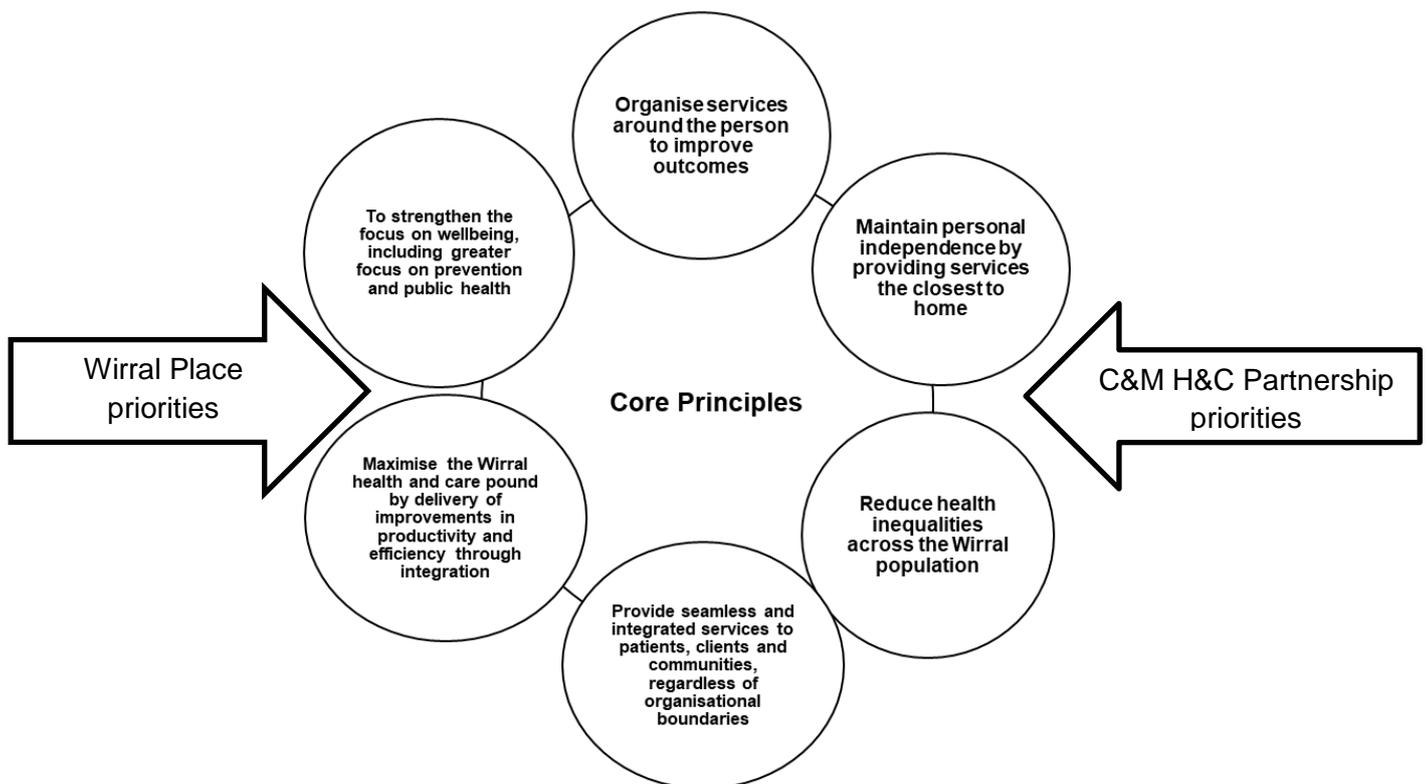
# WIRRAL PLACE HEALTH AND CARE PLAN

2023-24

## 1. Introduction

Wirral Place is part of the Cheshire and Merseyside Health and Care Partnership which became a statutory organisation on the 1<sup>st</sup> July 2022. The development of Cheshire and Merseyside Health and Care Partnership – our statutory Integrated Care Partnership – is a partnership that brings NHS services together with local authorities and other local partners to collectively plan health and care services to meet the needs of the local population. As part of the developing Integrated Care System arrangements, there is an opportunity to ensure Wirral's Place Based Partnership builds on the collaboration achieved through the pandemic and has a clear focus on reducing health inequalities in Wirral. The 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 Health and Care Plan is a collaborative plan for **how the health and care organisations across Wirral will work together to progress with our agreed priorities areas of work.** It will set out the contributions health and care organisations will make relating to addressing the differences in health and care inequalities. Wirral and C&M priorities are both fundamental to our Plan.



We will continue to adhere to the core principles that were agreed in our Delivery Plan for 2022/23. Our principles will influence our work and how we deliver change

on Wirral and these continue to be our business as usual and 'how we do things on Wirral'.

All our work programmes will:-

- Start with Population Health
- Ensure that we are tackling Health Inequalities
- Consider the wider determinants of health
- Make decisions that are evidence based – including JSNA
- Deliver good outcomes and be safe and effective
- Have co-production and clinical engagement from beginning
- Adopt a collaborative approach
- Optimise the use of our collective resources to get the best outcomes – including finance and our workforce
- Focus on acting sooner with an emphasis on prevention and being person centered
- Learn from people's lived experience
- Aim to support people to stay well and independent
- Continue to develop place based services – enhancing the neighbourhood delivery

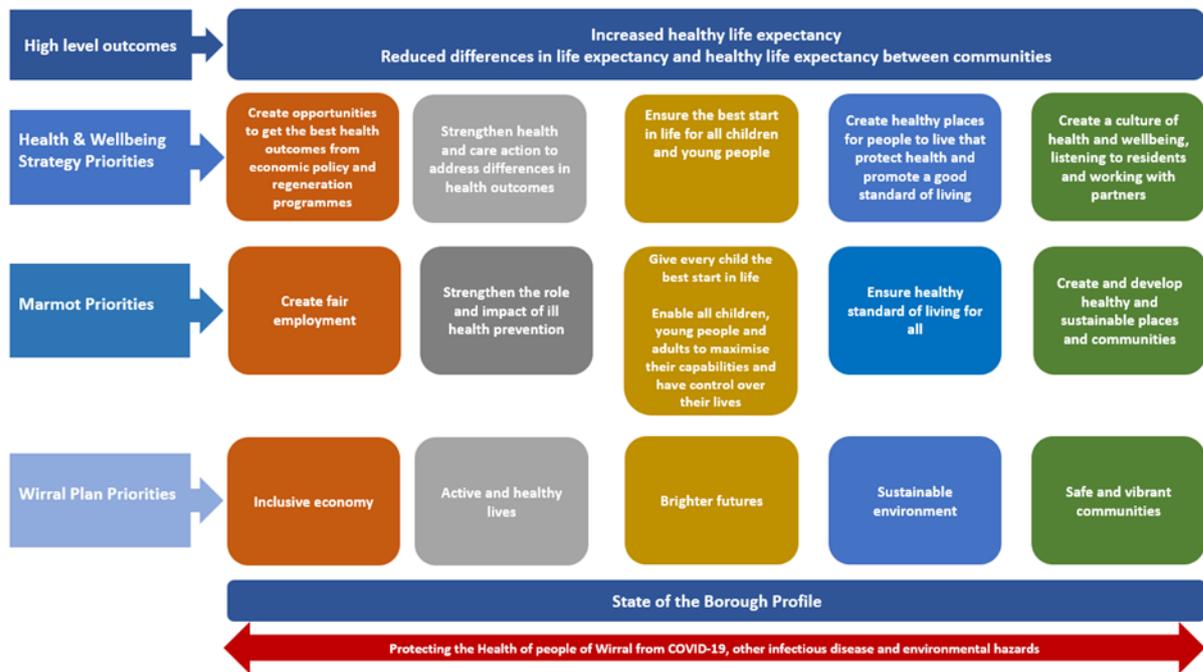
## **2. What guides us**

Our priorities in reducing inequalities in health and care will cover the whole life span of our population, from birth to death. As a Wirral Place there are a number of key national, regional and Wirral specific strategy and policy requirements.

The key documents that our priorities are cognisant of, and that we will progress with delivery of their specific aims, are:-

- Wirral Plan 2021 – 26
- Health and Wellbeing Strategy 2022 - 27
- SEND Wirral Statement of Action
- NHS Core 20 plus 5
- NHS Planning Guidance 2023 – 24

The key documents that our Wirral Health and Care plan priorities are cognisant has been influenced by Wirral's strategic direction as illustrated in figure 2 below:



## 2.1 NHS Planning Guidance 2023 – 24

Our Health and Care Plan is also cognisant of the NHS nationally set priorities. The annual priorities and operational planning guidance for the NHS has set out three keys tasks and three core principles for 23/24:

Recovering our core services and improving productivity	Make progress in delivering the key NHS Long Term Plan ambitions	Continue transforming the NHS for the future
Smaller number of national objectives which matter most to the public and patients		
More empowered and accountable local systems		
NHSE guidance focused on the “why” and “what”, not the “how”		
<b>Headline ambitions for recovering our core services and improving productivity</b>		
	Improve ambulance response and A&E waiting times.	
	Reduce elective long waits and cancer backlogs, and improve performance against the core diagnostic standard.	
	Make it easier for people to access primary care services, particularly general practice.	

There are also the below priorities within the NHS plan:

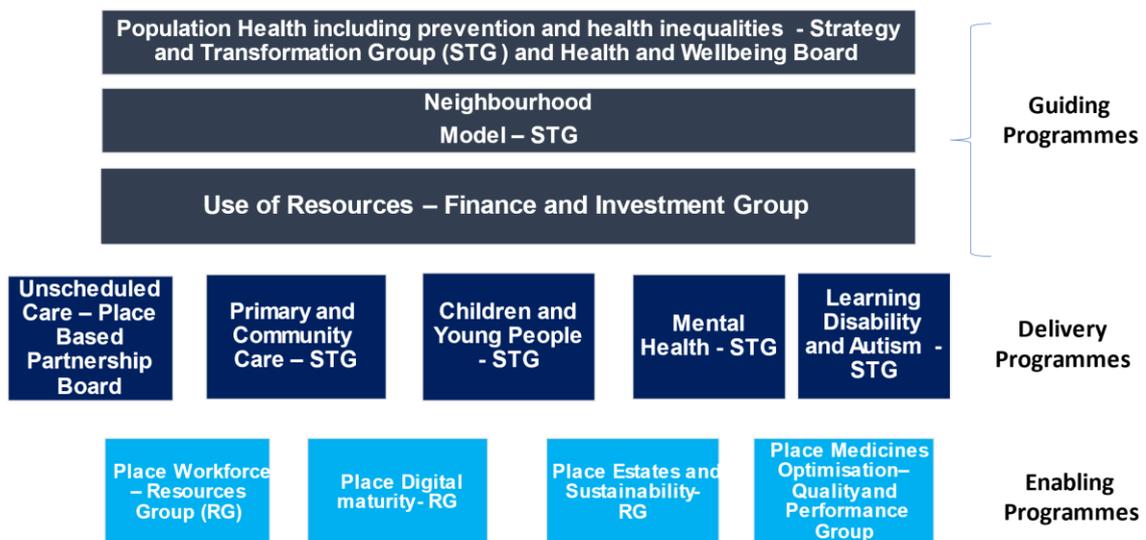


All of these priorities within our key Strategies and Plans will be responded to by the Wirral Place.

### 3. Our Governance

The governance for the Health and Care Plan, as it is currently agreed, is shown in the diagram below:

## Programme Reporting

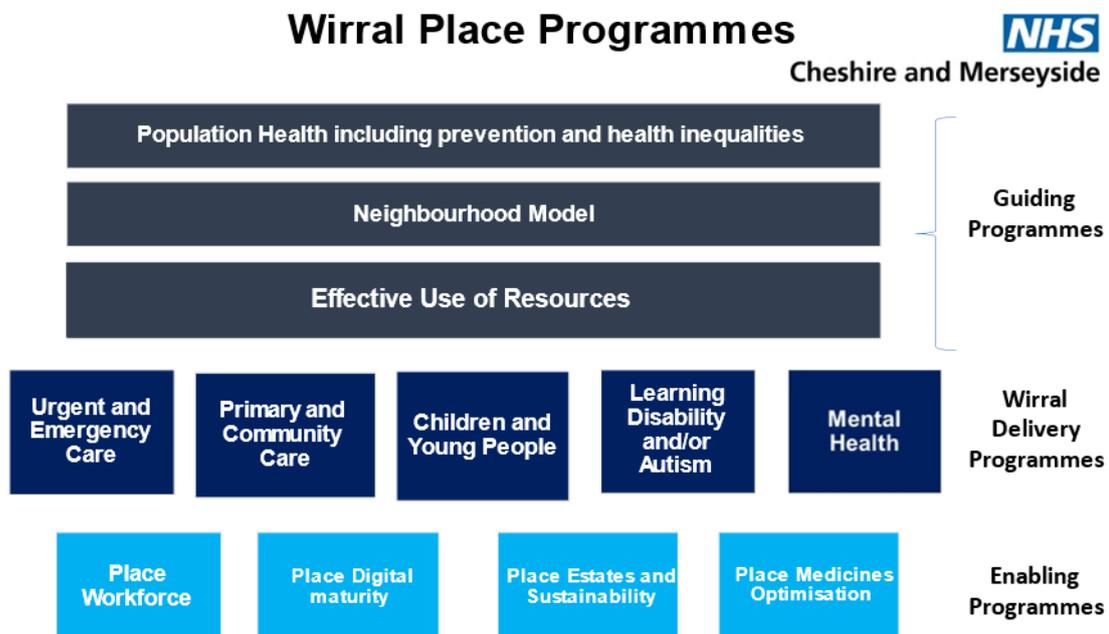


### 4. Our Priorities

This Health and Care Plan is focussed on our key health and care priorities that we will need to deliver this year, or progress with significantly. This Plan includes priority programmes of work that were included within the Delivery Plan for 22/23 for which the programme needs to continue.

Following Wirral Place workshops we have together agreed our priorities for our Health and Care Plan. They will also be influenced by activities across Cheshire and

Merseyside but we believe the main focus for their delivery is in Place. The Framework below shows our three different themes and their programmes. Our priorities will be under three broad themes of guiding programmes, delivery programmes and enabling programmes.



In line with our principles, our plan is for each of the programmes, we will have an aligned Community Faith Voluntary and Social Enterprise champion who will work to support the Senior Responsible Officer and ensure the voice of the community is embedded into our priority programmes.

## 4.1 Guiding Programmes

### 4.1.1 Population Health including prevention and health inequalities

We will be part of wider population health systems and seek to align policy, strategy, strategic intelligence and resources wherever possible to best protect and improve health.

Preventing mental and physical health conditions before they develop is better for everyone. It helps people to be healthier for longer and reduces pressure on health and care services so that everyone can get the right quality care, treatment and support when they need it most. Focusing on preventable conditions, targeting those most at risk, will also help to reduce differences in health and care outcomes. We will use our collective resources and our role as anchor institutions to make the most impact.

To do this we will:

- Strengthen health and care action to address differences in health outcomes.

- Create opportunities to get the best health outcomes from the economy and regeneration programme.
- Ensure the best start in life for all children and young people.
- Create safe and healthy place for people to live that protect health and promote a good standard of living.
- Create a culture of health and wellbeing, listening to residents and working together.

#### 4.1.2 Neighbourhood Model

The programme is a refresh to our previous approach to developing a neighbourhood model on Wirral. Our Neighbourhood Model, which will be co-produced with our communities, will form the foundation for how we on Wirral and our health and care system will tackle health inequalities together and improve the health outcomes of our population. Each of our 9 neighbourhoods, which are a defined geographic area, will have a core group which will be led by community leaders with a bottom up approach to improving health outcomes. The aim of the Model is to link population health data with local intelligence with a focus on deep local insight. Each neighbourhood will use this combined information to identify a priority area for improving health outcomes. When a priority area has been identified, the Model will be to enable change that will be co-produced with communities and health and care services. The focus of change will be on prevention of ill health, both in terms of the wider determinants impacting negatively on health and also on clinical prevention that can help to promote good health. The plan for 2023/24 is to begin with two neighbourhoods initially and utilise improvement methodology to test out new ways of tackling health inequalities.

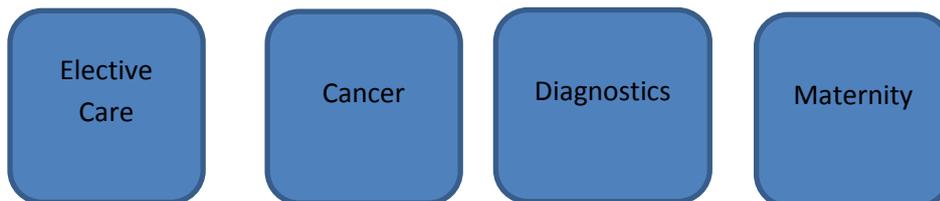
#### 4.1.3 Use of resources

Effective use of our resources is a key programme to ensure that every Wirral pound for health and care is used to its maximum. There is also a deficit funding position across of all our major health and care organisations. This programme of work will agree schemes to reduce the deficit and this will include a review of corporate 'back office' support of our providers.

## 4.2 **Delivery Programmes**

There are a number of priorities that are within the NHS Plan for which there are established work programmes across Cheshire and Merseyside. Our role as Wirral Place is to be involved, contribute and support these programmes and their implementation in Wirral. These priority areas will have consistent approaches across Cheshire and Merseyside but will also require local delivery and interpretation. The delivery at scale programmes are shown in the diagram below:

### 4.2.1 **Delivery Programmes at Scale – Place Supported**



#### **4.2.1.1 Elective Care**

Within Elective Care, two national planning guidance targets are in place to delivery against for 2023/24.

- a) Eliminate waits of over 65 weeks for elective care by March 2024 (except where patients choose to wait longer or in specific specialties)
- b) Deliver the system- specific activity target - 30% more elective activity by 2024/25 than pre-pandemic.

To deliver the required improvement across Elective Care the Wirral system are focussing on three 'pillars' work.

- a) Improving efficiency by increasing throughput within existing capacity - theatre and clinic utilisation, day case rates, reducing LOS
- b) Increasing capacity (maximising independent sector opportunities, mutual aid, and through the Cheshire and Merseyside Surgical Centre (Clatterbridge) and the Community Diagnostic Centre at Clatterbridge.
- c) Demand Management through referral optimisation, waiting list validation, Patient Initiated Follow Up (PIFU), teledermatology, and developing specialist advice & guidance programmes

In addition to the primary 'pillar' programmes other key initiatives for 2023/24 include:

- a) Addressing unwarranted variation in access through the Core 20 + 5 programme
- b) Comprehensive Digital programme to improve efficiency
- c) Recommissioning and eExpansion of virtual wards and remote monitoring
- d) Development of the Heart Failure Service
- e) Development of Pain and Rheumatology Services

#### **4.2.1.2 Cancer**

Within the Cancer system Wirral has three primary national planning guidance targets to delivery against for 2023/24.

- a) Continue to reduce the number of patients waiting over 62 days
- b) Meet the cancer faster diagnosis standard by March 2024 so that 75% of patients who have been urgently referred by their

- GP for suspected cancer are diagnosed or have cancer ruled out within 28 days
- c) Increase the percentage of cancers diagnosed at stages 1 and 2 in line with the 75% early diagnosis ambition by 2028

To deliver the required improvement across Cancer Services the Wirral system are focussing on three 'pillars' work.

- a) Pathway Improvements – including, MDT optimisation, active local tumour site steering groups, pre-habilitation and increase in personalised risk-stratified follow-ups
- b) Implementation and development of Rapid Diagnostic Services within 10 Cancer Tumour groups and implementation of the new FIT pathway
- c) Promoting early diagnosis of cancer through - providing primary care enhanced services, implementing a new programme of community based cancer awareness initiatives, and, developing a non-specific symptoms pathway.

In addition to the primary 'pillar' programmes other key initiatives for 2023/24 include:

- a) Education and training for student nurses, MDT Co-ordinators, Primary Care
- b) An increase screening rates particularly in communities where uptake is poor
- c) NHS Galleri - the world's largest clinical trial in which participants are screened for fragments of cancer DNA circulating in their blood. The Wirral system supported the first phase in 22/23 and are supporting the second phase in 23/24
- d) Undertake planning to implement targeted lung health checks for past and current smokers aged 55 to 74.

#### **4.2.1.3 Diagnostics**

Within Diagnostics, two national planning guidance targets are in place to delivery against for 2023/24.

- a) Increase the percentage of patients that receive a diagnostic test within six weeks in line with the March 2025 ambition of 95%
- b) Deliver diagnostic activity levels that support plans to address elective and cancer backlogs and the diagnostic waiting time ambition

To deliver the required improvement across Diagnostics the Wirral system are focussing on:

- a) Diagnostics Hub developed at Clatterbridge, for mutual aid across C&M, locally developing access for primary care.

- b) Funding to increase ECHO provision in line with demand
- c) Refinement of elective care pathways to ensure appropriate use of diagnostic testing.

#### **4.2.1.4 Maternity**

Within the national planning guidance there are two primary maternity and neo-natal priorities identified for 2023/4:

- a) Make progress towards the national safety ambition to reduce stillbirth, neonatal mortality, maternal mortality, and serious intrapartum brain injury.
- b) Increase fill rates against funded establishment for maternity staff.

Maternity and Neo-natal service providers are required to:

- a) Continue to deliver the actions from the final Ockenden report as set out in the April 2022 letter as well as those that will be set out in the single delivery plan for maternity and neonatal services.
- b) Ensure all women have personalised and safe care through every woman receiving a personalised care plan and being supported to make informed choices
- c) Implement the local equity action plans that every local maternity and neonatal system (LMNS)/ICB has in place to reduce inequalities in access and outcomes for the groups that experience the greatest inequalities (Black, Asian and Mixed ethnic groups and those living in the most deprived areas).

Wirral's progress against these ambitions is assured via the Cheshire & Merseyside Local Neo-natal & Maternity System (LNMS) via their dashboard and regional assurance programme.

NHS England will publish a single delivery plan for maternity and neonatal services in early 2023. This will consolidate the improvement actions committed to in Better Births, the NHS Long Term Plan, the Neonatal Critical Care Review, and reports of the independent investigation at Shrewsbury and Telford Hospital NHS Trust and the independent investigation into maternity and neonatal services in East Kent. Wirral Place will need to adopt this delivery plan.

In addition to the above Wirral system is required to contribute to the local delivery of the Women's Health Strategy for England & Wales (August 2022) ambitions and collaborate with the LNMS in developing a C&M response to the national 10-year strategy.

National Health Service Resolution (NHSR) operates the Clinical Negligence Scheme for Trusts (CNST) maternity incentive scheme to continue to support the delivery of safer maternity care. The maternity incentive scheme applies to all acute Trusts that deliver maternity services and are members of the CNST.

The scheme incentivises ten maternity safety actions and provides a further assurance of high quality and safe maternity services. Wirral place will also have to implement these asks.

## **4.2.2 Wirral Specific Delivery Programmes**

### **4.2.2.1 Unscheduled Care**

Within the Urgent & Emergency Care system Wirral has three primary national planning guidance targets to delivery against for 2023/24.

- a) Improve A&E waiting times so that no less than 76% of patients are seen within 4 hours by March 2024 with further improvement in 2024/25 (currently ~56%)
- b) Improve category 2 ambulance response times to an average of 30 minutes across 2023/24, with further improvement towards pre-pandemic levels in 2024/25 (>40mins min)
- c) Reduce adult general and acute (G&A) bed occupancy to 92% or below (currently 96-98%)

To deliver the required improvement across the UEC system Wirral has agreed four primary programmes of work.

- a) Virtual Wards: Increasing Virtual Ward Beds
- b) Home First: Increasing capacity of patients supported per month
- c) Care Market Sustainability: Increasing Domiciliary care capacity towards pre pandemic level
- d) Development of a Transfer of Care Hub with the first phase of developing a discharge hub.

Each of the four programmes will report progress into the Unscheduled Care Programme Board which will ensure oversight of delivery of these key programmes of work. At present, this Board will report directly to the Wirral Partnership Board, however the governance and reporting pathway will be reviewed in June 2023.

### **4.2.2.2. Primary and community care**

The focus of this programme is to develop an integrated way of working with community services and Primary Care Networks. These benefits of delivering the Integrated Neighbourhood Team model described in the national produced recommendations from the Fuller Stocktake. This work will align with the neighbourhood model programme as a means of connecting with local communities. The programme will have a number of key tasks, including development of an agreed model of care, such as agreement of a team within teams and agreement of clinical triage & decision-making at PCN level.

The plan in 2023/24 is to progress against the Fuller Review recommendations;

- Improved access for episodic care
- Better co-ordinated personalised care for those people whose health and care benefits from this approach
- Greater focus on secondary prevention

As an enabler to delivering the recommendations, will be the establishment of Integrated Neighbourhood Teams, drawing together the expanded range of services provided by statutory and non-statutory partners, to the defined populations.

Key working relationships between Providers will be further enhanced with Primary Care Networks expanding their networking functions to support the development of “teams within teams” alongside partners from community services, mental health services, and the voluntary, community, faith, social enterprise sector.

An important development is the ability for clinical triage and decision-making within each PCN, moving away from GP appointment as default and towards understanding of patient issues, followed by input from triage multi-disciplinary teams, if needed, with call back to agree appropriate solution for the patient.

The use of Population Health management and care coordination function in each PCN, will provide a shared view of people with more complex needs and the ability to track their care and ensure it is well coordinated with effective information sharing between provider partners.

Primary and community care are part of a highly complex, local health and care system and can provide the care co-ordination function that maximises all the system developments for the benefits of patient care outcomes.

In order to support the unscheduled care programmes there are two specific priorities for our Community provider:-

- further expansion of community 2 hour Urgent Crises Response Service and delivery of 70% response standard.
- Improve the length of stay in our Discharge to Assess provision to ensure patients smoothly transition out of hospital

#### **4.2.2.3 Children and Young People**

This programme has two key priorities which are continuing from 2022/23:

- SEND
- Emotional health and wellbeing transformation

Plus one additional area of focus

- Commissioning better together to improve long term health outcomes

## SEND

The SEND Local Area Inspection in 2021 resulted in a Written Statement of Action focused on 9 areas of weaknesses. Established workstreams have made progress during 2022 and a new priority plan linked to the achievement of the remaining objectives has been agreed for 2023 by the DFE and NHSE. A performance group will oversee this plan and report back to the SEND Transformation Board.

Priorities outstanding:

- Improved Performance Management arrangements with an updated JSNA and a shared health, education and care dashboard.
- Coproduced Joint Commissioning strategy with key priorities and an outcomes framework.
- New model and joint commissioning arrangements for SALT and OT.
- Remodelled Neuro-development pathway
- Production of a policy for multi-agency working throughout the EHCP needs assessment to annual review process improving the consistency and quality of advices.
- A coproduction charter and training for all professionals.
- Increased capacity in SENDIASS service to manage demand and to reduce tribunals.
- Launch of the graduated response in schools encompassing a broad range of support and early intervention and identification of need, promoting inclusion.
- Production of a SEND Sufficiency strategy mapping local provision and clear pathways.
- Refreshed Local Offer and comms campaign to promote to parents/carers.

## Emotional health and wellbeing transformation

The children's transformation of emotional health and wellbeing services is focused on these key areas:

1. Creation of a single point of access to a full breadth of emotional health and wellbeing resources and services across Wirral from community-based support to specialist services.
2. Strengthening of the whole school approach to mental health including roll out of 'My Happy Minds' to every school in the Borough.
3. Improved approaches to crisis care for children and young people vulnerable and at risk of admission to specialist services including looked after children.
4. To develop a joint commissioning framework and pathways for our most complex children.

## Commissioning better together for children and young people to improve long term health outcomes.

Whilst overall services for children and young people are improving many are still delivered by separate agencies health, children's services or schools that would be more effective if jointly commissioned. Over the next twelve months partners will engage in a series of workshops to review the current commissioning arrangement for children and young people. To establish further areas outside of SEND and Mental health where joint commissioning would enable the delivery of more effective services in areas where the biggest impact can be achieved for the long term benefit of children and young people. To work with others to develop more services that deliver on a neighbourhood profile.

#### **4.2.2.4 Learning Disability and/or Autism**

As well as the established work Wirral is involved and contributes to that is being led by the C&M wide Transformation Programme for Learning Disabilities and/or Autism, Wirral place has specific priorities for improvement. The purpose is to maximise personal potential and enable people with a disability to live more independently, to enable more choice and control over their own lives. There are three main priorities which are below:

- Develop a shared vision and strategic framework for all age disability, borough wide
- Develop a shared vision and strategic framework for all age Autism
- Day services modernisation business plan

#### **4.2.2.5 Mental health**

There is a well-established Cheshire and Mersey Mental Health Programme covering all age mental health that supports the achievement of the long-term plan for mental health. These programmes and models of care have been agreed and, in some areas significant progress has been made with the implementation, however there continues much to do. An area of increasing focus is the capacity and demand for acute care and the subsequent impacts of increased demand, inappropriate out of area placements and high numbers of clinically ready for discharge. A key priority for Wirral is to enable people to remain at home, with earlier prevention, identification, and intervention for people with emerging or escalating mental health needs.

Four areas of focus will enable this.

- The right support in the community at the right time and in the right place, ensuring that support and help is easily accessible for all Wirral residents (*community transformation programme and specialist long term provision*)
- The development of an integrated housing approach across partners to ensure that people do not lose any days in the

community due to a lack of available accommodation (*strategic housing approach for mental health*)

- A review of current acute mental healthcare capacity and planning for the next 10 years to ensure that we provide high quality and safe care within the inpatient settings (linking to the national quality transformation programme for MH, LD and Autism inpatient)

To support the unscheduled care priorities there is a further priority which is the development of a Mental Health Urgent Response Centre.

### **4.3 Enabling Programmes**

Within our Health and Care Plan we have 4 programmes that will support the delivery of all our priorities and also impact across all aspects of how we work on Wirral. Each of these will have a separate plan with clear deliverables. These programmes are required to progress due to their impact across our system.

- Workforce
- Digital maturity
- Estates and sustainability
- Medicine Optimisation

#### **4.3.1. Workforce**

Supporting our Place plans to make Wirral a thriving, inclusive borough requires us to establish an effective workforce strategy that recognises the health and wellbeing benefits of employment, promotes understanding of our people needs and responds to the workforce challenges this produces.

Our key strategic outcome is the establishment and implementation of a Wirral People Strategy and Delivery Plan, that recognises and addresses the role and contribution of the formal and informal workforce, volunteers and carers across the Wirral system, and ensures Wirral Place has the right people to provide the right support and care in the right place at the right time.

To achieve this, we will:

- Understand the Wirral Place Workforce through a comprehensive workforce capacity and capability analysis, identifying key workforce pressures and gaps
- Explore opportunities to create a flexible workforce for Wirral Place that can respond to current and future needs
- Create a Skills and development offer that spans the entire Career Pathway
- Create workforce opportunities that embrace diversity, inclusion and encourage new pathways into employment

- Develop and promote the Health, Care and VCFSE workplace as somewhere people want to work and stay

#### 4.3.2 **Digital Maturity**

As a partnership we will work together to use digital technology as a way of delivering and managing services to improve equality and quality of services to our population. This includes developing our own infrastructure, systems, and intelligence; working together to produce outcomes that focus on the citizen and not just on what we can do as individual organisations. We will use the “What Good Looks Like (WGLL) programme” to guide our interventions. This national framework draws on local learning and builds on established good practice to provide clear guidance for health and care leaders to digitise, connect and transform services safely and securely.

- **Healthy Populations:** Extend population health management approaches that support improved health outcomes identified within Wirral clinical strategies, including digital methods for prevention. Support technical capability and skills development.
- **Empowering Citizens:** Empowering people to manage their health and care through digital tools, develop remote monitoring such as Telehealth that analyse trends in activity and trigger alerts to carers & family to help residents feel supported and safe. Work with social media to provide targeted health messages and promote digital inclusion and health literacy.
- **Safe Practice:** Strengthen our Information Governance and Cyber-Security and develop our Digital Safety Strategy to improve the safety of digital technologies in health and care, to identify, and promote the use of, digital technologies as solutions to patient safety challenges.
- **Well Led:** Support the development of Digital Leadership skills and capacity, using digital means to show leadership by example
- **Smart Foundations:** Supporting Wirral partner organisations to invest in their digital foundations/infrastructure and explore the opportunities and challenges to provide benefits by joining our systems together including:
  - Unified communications
  - Cloud
  - Optimization of N365 and Teams including NHS/Council Federation
  - Local Infrastructure investment
  - Consider the benefits of developments such as the Liverpool City Region network investments, enhanced Wi-Fi, Satellite links and 5G.
- **Support People:** Undertake actions to ensure our workforce is digitally literate and able to work optimally with data and technology. Ensure digital and data tools and systems are fit for purpose and support staff to do their jobs well. This includes the establishment of a ‘Digital First’ approach, promoting digital literacy, supporting remote working, shared care records and access to high quality digital support for all health and care workers.

- Improve Care: Support Health and care practitioners to embed digital and data within their improvement capability to transform care pathways, reduce unwarranted variation and improve health and wellbeing. Use data and digital solutions to redesign care pathways across organisational boundaries to give patients the right care in the most appropriate setting and provide remote consultations, monitoring and care services, promoting patient choice and sustainability.

### **4.3.3 Estates and Sustainability**

The Place Estates and Sustainability Enabling Programme will support and underpin the Wirral Place Health and Care Plan, by ensuring Wirral Place has established effective mechanisms and collaboration across the Wirral Borough, that recognises the infrastructure and environmental needs. The Place Estates and Sustainability Enabling Programme will actively raise awareness of the pressures and targets associated with today's infrastructure, promoting an understanding of the current Estates and Sustainability needs, and setting priorities that respond to these challenges.

Our key strategic outcome is the establishment and implementation of a Wirral Place Estates and Sustainability Plan, that recognises and addresses the importance and the role Estates and Sustainability play within the wider system to ensure future Place needs are met. The plan will set out to ensure Wirral Place has the right infrastructure, that is fit for purpose for the care it needs to deliver, in the right place at the right time, reducing the environmental impacts.

To achieve this, we will:

- Understand the Wirral Place existing Estate through a comprehensive review informing a future Wirral Place Estates Strategy. This strategy will set out the key infrastructure ambitions and priorities across Health, Social and 3<sup>rd</sup> Party Sectors
- Explore opportunities to create a flexible asset portfolio that is fit for purpose, and meets the needs of the Wirral Place Health and Care Plan both now and in the future
- Collaborate to make maximum use of existing assets and availability of capital funding, to reduce infrastructure backlog and target investment to support net zero carbon ambitions
- Maximise wider system opportunities to secure funding that contributes to the Wirral Place Estate and Sustainability Plan
- Increased economic and social value through the re-use of surplus land and property for housing, employment, and community use opportunities

- Reduce our carbon footprint and play an active role in tackling climate change by system collaboration within the Wirral Place Sustainability Group

#### **4.3.4 Medicines Optimisation (MO)**

Medicines are the most common intervention that a patient is likely to receive during their interactions with the healthcare system, there are patient safety risks associated with medication use and a significant financial impact for the NHS. The medicines optimisation enabling programme is a golden thread that runs through all Delivery Programmes but also interlinks with the other enabling work programmes.

Improvements in medicines optimisation are driven by national, regional and local priorities and work is grounded in the core principles of safety, quality and cost-effectiveness as well as personalised care and shared decision making. To significantly improve outcomes, support a reduction in avoidable harm and admissions and manage the financial impact of medicines and prescribing we will collaborate and utilise the partnerships that have already been established and build on these to maximise the use of our workforce across all settings. This integrated 'one workforce' approach will help us to effectively deliver both the ICB and Place medicines optimisation priorities but also to focus on how we can work with our partners to support the Wirral Health and Care Plan delivery and achieve better outcomes for our population.

During 23/24 we will focus on the following:

- Collaboration:
  - Building on the existing Pharmacy system leads network to drive forward the Place MO work programme.
  - Promoting 'system thinking' with regards to planning and delivery of MO priorities to make the most of the available workforce and the opportunities that joint working can bring.
  - Fostering effective partnerships between pharmacy teams and the wider Place network to influence and support change with regards to MO.
- Antimicrobial Resistance and Stewardship:
  - Focus on prevention and implementing best practice guidance for management, aiming to reduce the burden of infection in populations experiencing the highest incidence.
  - Reduce prescribed total and broad-spectrum (high risk) antibiotics.
  - Reduce the incidence and improve diagnosis and management of UTIs in people aged 65 years and over by improving the quality of prescribing based on guidelines, culture, and sensitivity results.
- Medicines Safety:
  - A Place based approach to complement ICB safety work, focussing on identifying and managing risks and working towards effective incident reporting systems, maximising shared learning and

implementing local solutions to reduce the potential for patient harm when transferring between care providers.

- Medicines Value:
  - Cost-effective use of medicines through a collaborative approach to delivery of medicines QIPP and CIP plans.
  - Review medicines supply routes to make best use of our medicine's resources, including non-drug prescribing
- Polypharmacy and Tackling Health Inequalities:
  - Delivering a reduction in inappropriate polypharmacy by ensuring there is a more holistic approach to the impact on pill burden and effective shared decision making.
  - Taking a joint approach for specific high-risk areas such as opioids, drugs of dependence and frailty to support more sustainable and lasting change.
- Community Pharmacy:
  - Working with our community pharmacy colleagues to support delivery of MO and Wirral Place priorities.
- Mental Health:
  - Further develop our dashboard for medicines in serious mental illness to improve health outcomes.
- Patient awareness and engagement:
  - Ensuring this is at the heart of all MO activities to make sure we are considering the views of our population with regards to their medicines and what matters to them.
- Care Homes and Social care:
  - Improved management of medicines within these settings through standardisation of practice and use of technology.

## 5 System Working

2023/24 is the first full year for Integrated Care Systems (ICSs) in their new form with the establishment of statutory Integrated Care Boards (ICBs) and integrated care partnerships (ICPs). In 2023/24, Wirral will support system working by:

- Engaging in the Cheshire and Merseyside Health and Care Partnership (HCP) through the agreed representative mechanisms.
- Contributing to the development of the Cheshire and Merseyside HCP integrated care strategy and NHS Cheshire and Merseyside's Joint Forward Plan.
- Engaging with Cheshire and Merseyside wide work programmes and delivery, as described elsewhere in this document, and participating in system wide provider collaboratives. These provider collaboratives may be at scale (e.g. Cheshire and Merseyside Acute and Specialist Trusts (CMAST)) or pathway specific (e.g. Level Up (Lead Provider Collaborative for Tier 4 Child and Adolescent Mental Health Services (CAMHS))).
- Continuing to develop and mature our place-based partnership arrangements and preparing for greater delegation to Place.

## 6. The Delivery

Within our priorities, each theme has a number of work programmes, each with an identified Senior Responsible Officer and a strategic outcome map which will demonstrate the benefits that the programme aims to achieve and deliverables by each quarter of this financial year. The benefits captured reflect the impact against our principles which will be reported to the Wirral Strategy and Transformation Group.

Each individual work programme will have a full project plan and impact assessments completed which will continue to report to their established respective governance processes. Only the high level detail of the milestones, deliverables and benefits will be shared and monitored as part of this Health and Care Plan.

Appendix 1 has the strategic outcome map for each of the programmes which includes by each quarter of what is expected to be delivered against each of the priorities and their work programmes. Progress and achievement against this will be reported to the Strategy and Transformation Group as shown in the earlier governance diagram.

The role of the Strategy and Transformation Group will be to:-

- review the strategic direction of the programmes to ensure alignment against the key policies and strategies,
- review progress against the deliverables and milestones
- review the benefits that are being realised
- to receive issues that require escalation for system support to resolve.
- Report to the Wirral Place Partnership Board on progress against the Health and Care Plan.