

WIRRAL PLACE BASED PARTNERSHIP BOARD**Thursday, 19th OCTOBER 2023**

REPORT TITLE:	STRATEGY AND TRANSFORMATION GROUP HIGHLIGHT REPORT
REPORT OF:	PLACE DIRECTOR (WIRRAL), NHS CHESHIRE AND MERSEYSIDE

REPORT SUMMARY

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.

This paper is a highlight report from the Strategy and Transformation Group.

This matter affects all Wards within the Borough.

RECOMMENDATION/S

It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group and continues to receive updates as a standing agenda item.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 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 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.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options were considered as it has been agreed that this group is required as part of NHS Cheshire and Merseyside's governance and assurance arrangements in Wirral.

3.0 BACKGROUND INFORMATION

- 3.1 This report covers the meeting of the Strategy and Transformation Group (STG) held on 21st September 2023. The meeting was chaired by the Chief Strategy Officer, Wirral University Teaching Hospital NHS Foundation Trust (WUTH) in the absence of the Place Director. The meeting considered the following items of business.
- 3.2 **Wirral Health and Care Plan:** The Group received an update on the reporting arrangements to oversee the delivery programmes agreed in the Wirral Health and Care Plan. The Wirral Improvement Team have developed a common approach to programme reporting using the SmartSheets tool. The Group agreed the monitoring and control strategy to support programme delivery.
- 3.3 **Programme Reporting:** The STG has agreed to receive delivery updates from the delivery programmes agreed in the Wirral Health and Care Plan. A reporting cycle has been agreed with the Senior Responsible Officer for each programme. The reports considered at the meeting on 21st September 2023 addressed the implementation of three Cheshire and Merseyside "at scale" programmes in Wirral - Cancer, Diagnostics and Elective Care.
- 3.3.1 Cancer services are still recovering from the impact of the COVID-19 pandemic. WUTH is performing well against the performance benchmarks for cancer services. As Table One shows, the faster diagnosis standard (national operational standard 75%) is being delivered ahead of this being a mandated target from April 2024. The 31 day first definitive treatment position is better than the Cheshire and Merseyside position and is nearing the national operational standard of 96%. The 62 day performance position remains a key area of focus with longer waiting times in urology and colorectal services due to an increase in referrals of around 50%. The prehabilitation programme is working well, supporting people before treatment. WUTH has also scored highly in the national cancer patient experience survey and is placed second in the region.

Operational Standard	Cheshire and Merseyside	Wirral University Teaching Hospital NHS Foundation Trust
28 day diagnosis/ruling out of cancer (75%)	67%	76.4%
62 day first definitive treatment (85%)	65.3%	73.1%
31 day first definitive treatment (96%)	93.9%	95.6%

Table One: Cancer Operational Standards – 12 months rolling July 2022-June 2023

- 3.3.2 WUTH is the top performing acute trust in Cheshire and Merseyside for diagnostic services. The Trust is providing support to other acute trusts in Cheshire and Merseyside in areas such as endoscopy and sleep studies. The Trust is also providing a Community Diagnostic Centre (CDC), this service is expanding from April 2024. The national operational standard for diagnostics is that 90% of patients will be seen in 6 weeks by March 2024, WUTH are already meeting this target.
- 3.3.3 The Trust is also performing well in terms of elective care recovery. There are no patients waiting over 104 weeks and the Trust is on track to achieve zero 65 week breaches by the end of March 2024. Continuing Industrial Action is putting the elective recovery plan at significant risk. Performance against 52 weeks remains a challenge, particularly non admitted target of zero by the end of March 2024. Outpatient waiting times remain a challenge in Gastroenterology, Dermatology, Foot and Ankle and Pain with recovery plans in place across these areas. Operative waiting times in Colorectal and Gynaecology are below where expected and both services have recovery plans in place.
- 3.4 **Intermediate Care Beds Review:** In June 2021, NHS Wirral Clinical Commissioning Group (CCG) agreed to commission a new Discharge to Assess (D2A) bed-based model for “people who are clinically optimised and do not require an acute bed but may still require care services provided with short term, funded support”. The main component of this model was to consolidate existing intermediate care beds provided across five existing sites into three wards comprising of 71 beds at the Clatterbridge Hospital site. These are referred to as the “CICC beds”.

NHS Cheshire and Merseyside and Wirral Council are undertaking a review of the existing service provision, delivery of expected outcomes and return on investment. The review is taking place alongside a longer-term place-based capacity and demand modelling exercise to inform future commitments to intermediate care provision in Wirral. The procurement of future requirements and contract award to a preferred provider will follow the outcomes of the second phase of the review.

The Group received an update on the progress being made in this review. The review is expected to conclude in December 2023 to inform decision making in early 2024.

4.0 FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from this report.

5.0 LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 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.

7.0 RELEVANT RISKS

7.1 NHS Cheshire and Merseyside is developing a risk management and assurance framework, which will be applied to the organisation's business in each Place. This will be considered by the Place Based Partnership Board in October 2023.

8.0 ENGAGEMENT/CONSULTATION

8.1 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.

9.0 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. 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.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 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.

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. The Strategy and Transformation Group will take account of this in their work.

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APPENDICES

There are no appendices to this report.

BACKGROUND PAPERS

Papers brought to the Wirral Place Based Partnership Board meetings on 13th October 2022, 8th December 2022, 9th February 2023 and 27th July 2023 provide background information on these groups and how they align to the Board.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Wirral Place Based Partnership Board	13 th October 2022 8 th December 2022 9 th February 2023 9 th March 2023 22 nd June 2023 27 th July 2023 28 th September 2023