

Title	Strategy and Transformation Group Highlight Report
Authors	Simon Banks, Place Director
Report for	Wirral Place Based Partnership Board
Date of Meeting	7 th May 2024

Report Purpose and Recommendations
<p>The purpose of this report is to provide the Wirral Place Based Partnership Board with an update on the work of the Strategy and Transformation Group (STG).</p> <p>It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group.</p>

Key Risks
<p>The report relates to the following key risks identified in the Place Delivery Assurance Framework, last reviewed by the Wirral Place Based Partnership Board on 21st March 2024:</p> <ul style="list-style-type: none"> • <i>PDAF 1 Service Delivery:</i> Wirral system partners are unable to deliver the priority programmes within the Wirral Health and Care Plan which will result in poorer outcomes and greater inequalities for our population. • <i>PDAF 2 Children and Young People:</i> The Wirral health and care system is unable to meet the needs of children and young people with complex and/or additional needs leading to long term health issues, increased inequalities and demands on services. • <i>PDAF 3 Collaboration:</i> Leaders and organisations in the Wirral health and care system may not work together effectively to improve population health and healthcare.

Governance journey			
Date	Forum	Report Title	Purpose/Decision
22 nd March 2024	Strategy and Transformation Group	Agenda and papers for meeting.	Meeting held and work progressed.
18 th April 2024	Strategy and Transformation Group	Agenda and papers for meeting.	Meeting held and work progressed.

1	Narrative
1.1	Background
1.1.1	<p>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.</p>

1.1.2	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.
1.2	Strategy and Transformation Group Meeting, 22nd March 2024
1.2.1	<i>Primary and Community Care Programme Workshop</i> An update was given from the workshop held on 30 th January 2024. The workshop identified opportunities to integrate services further to focus on frailty and high intensity users, using population health data to identify who these people are and targeting services to them. This would need improved long term condition management and community crisis/step up responses and would contribute to admission avoidance in unscheduled care. More work is required to scope out the delivery programme.
1.2.2	<i>Wirral Health and Care Plan 2023/24</i> It was agreed that the Wirral Health and Care Plan 2023/24 would be refreshed once the NHS Planning Guidance was published. Action will therefore be required after Easter 2024.
1.2.3	<i>Wirral Health and Care Plan Delivery Dashboard</i> The Group reviewed the Wirral Health and Care Plan Delivery Dashboard. It was noted that this would need to be updated once the 2024/25 plan was agreed.
1.2.4	<i>Mental Health Programme Deep Dive</i> The Group received an update from this Programme following a workshop held on 4 th March 2024. The workshop identified five areas for action: <ul style="list-style-type: none"> • Integrated approach to housing to maintain people in community settings, reduce the number of people in inpatient beds who are clinically ready for discharge (CRFD) and reduce length of stay (LOS). • Continue to improve dementia diagnosis and early intervention, improving the management of dementia as a long-term condition and avoiding admissions to inpatient beds. • Continue to transform community services to maintain people in those settings, introducing more preventative approaches and early interventions and enhancing pathways for people with substance misuse issues. • Utilisation of the First Response approach to enhance the local crisis offer and avoid Emergency Department (ED) attendances and mental health inpatient admissions. • Enhance the pathways for people with substance misuse issues in mental health inpatient beds, reduce the overall numbers of people who are CRFD and improve LOS. <p>These areas will feature in the refreshed Wirral Health and Care Plan 2024/25.</p>
1.2.5	<i>All Age Disability Programme Deep Dive</i> The Wirral All Age Disability Strategic Framework seeks to enrich lives, improve health and wellbeing, enhance employment opportunities and economic wellbeing and ensure individual's lives are fulfilled. The Framework has focused areas of work in preparing for adulthood, improving housing and tackling health inequalities. The

	STG received a presentation setting out the work in these areas alongside a story from a person with lived experience.
1.2.6	<p><i>Digital Maturity Programme Deep Dive</i></p> <p>This is an enabling programme within the Wirral Health and Care Plan. The Programme is working with colleagues across Cheshire and Merseyside and Wirral to implement the What Good Looks Like (WGLL) Framework. WGLL builds on established good practice to support health and care to digitise, connect and transform services safely and securely. This will improve the outcomes, experience and safety for citizens and staff. The Group received updates on a digital maturity assessment undertaken of Wirral Place and work undertaken to align Wirral to several Integrated Care System (ICS) wide initiatives.</p>
1.2.7	<p><i>Maternity Programme Deep Dive</i></p> <p>This is an at scale programme for Cheshire and Merseyside which is supported in Place. A comprehensive update on the position for Wirral Place and the work being undertaken in maternity services at Wirral University Teaching Hospitals NHS Foundation Trust was discussed by the Group.</p>
1.3	Strategy and Transformation Group, 18th April 2024
1.3.1	<p><i>Operational Planning Guidance 2024/25 and Wirral Health and Care Plan Refresh</i></p> <p>The Group received a copy of the NHS Operational Planning Guidance 2024/25 and the Wirral Health and Care Plan 2023/24, the latter which now needs to be refreshed in response to the publication of the former document. The Group also received a copy of the email sent by the Place Director on 9th April 2024 identifying the leads who would need to provide the narrative to update the Plan. A further document cross referenced the Wirral Health and Care Plan sections to the relevant pages in the NHS Planning Guidance so that programmes could be explicit in how they will be addressing the national objectives. The document also cross referenced interdependencies, which exist mainly in the unscheduled care space of avoiding escalation of manageable long-term conditions, attendance/admissions avoidance, improving flow and ensuring discharge to an appropriate setting following an inpatient stay. This is so programmes can describe how are managing these interdependencies.</p> <p>It is intended that a draft for discussion will be presented to the STG on 24th May 2024. Revised narrative was requested by 3rd May 2024.</p>
1.3.2	<p><i>Wirral Health and Care Plan Delivery Dashboard</i></p> <p>The Group reviewed the Wirral Health and Care Plan Delivery Dashboard. It was noted that this would need to be updated once the 2024/25 plan was agreed. There were some areas that required escalation to the Place Based Partnership Board, specifically around engagement in the mental health and digital programmes. These will feature in the report to the May meeting of the Board.</p>
1.3.3	<p><i>Population Health Programme Deep Dive</i></p> <p>The Group received a presentation on the work of the Population Health programme. The programme is developing some initiatives around fuel poverty and health inequalities. There was discussion about how population health approaches, which are aimed at improving the health of an entire population, can be better deployed in Wirral. It was agreed that all programmes needed to utilise population health and data to target resources more effectively to manage people with long term conditions and avoid escalations of care needs.</p>

1.3.4	<p><i>Medicines Optimisation Programme Deep Dive</i></p> <p>This is an enabling programme within the Wirral Health and Care Plan. The Programme has workstreams focusing on improving collaboration, enhancing patient safety, driving value, improving patient engagement in medicines management, supporting access to community pharmacy, tackling the overuse of antibiotics to reduce anti-microbial resistance, addressing polypharmacy and tackling health inequalities, improving medicines optimisation in mental health and, finally, support medicines optimisation in care homes and social care. The Group heard that good progress was being made by the Medicines Optimisation Group but that more work was needed to move system partners from an assurance space into delivery. Work was needed to ensure engagement and ownership of this shared agenda by all partners and to link this enabling programme into the work of other programmes. A workshop is being set up in May 2024 to address some of these issues.</p>
1.4	<p>Next meeting</p> <p>The STG will meet again on 24th May 2024. A report from this meeting will be provided for the June meeting of the Wirral Place Based Partnership Board.</p>

2	Implications
2.1	<p><i>Risk Mitigation and Assurance</i></p> <p>The work taken through the Strategy and Transformation Group provides controls for and support assurance of the management of the strategic risks PDAF 1, PDAF 2 and PDAF 3. The Strategy and Transformation Group is also developing a Risk Register that would feed into the PDAF and discussions at the Place Based Partnership Board around risk.</p>
2.2	<p><i>Financial</i></p> <p>There are no direct financial implications arising from this report.</p>
2.3	<p><i>Legal and regulatory</i></p> <p>There are no direct legal and regulatory implications arising from this report.</p>
2.4	<p><i>Resources</i></p> <p>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.</p>
2.5	<p><i>Engagement and consultation</i></p> <p>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.</p>
2.6	<p><i>Equality</i></p> <p>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</p>

	Group.
2.7	<i>Environment and Climate</i> 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.
2.8	<i>Community Wealth Building</i> 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.

3	Conclusion
3.1	It is recommended that the Wirral Place Based Partnership Board notes the work of the Strategy and Transformation Group.

4	Appendices
	There are no appendices to this report.

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