

Annual Report Summary 2018/2019



Our mission:

“To commission high quality services which enable the people of Wirral to improve their own health and wellbeing”

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Introduction

We are very pleased to introduce our Annual Report for the year 2018/19.

In 2018/19 NHS Wirral Clinical Commissioning Group (CCG), in common with the rest of the NHS, has continued to face significant challenges. With ever increasing demand, the CCG has faced difficult decisions in order to manage its resources whilst retaining high quality and equitable services for the people of Wirral.

NHS Wirral CCG has achieved its planned financial control total, reaching a £2million surplus and has continued to focus on reviewing and improving clinical pathways for the population it serves.

In order to ensure that Wirral resources are used in the most effective way, the CCG has made significant strides in promoting closer collaboration with its health and social care partners. This has included bringing together partners under the Healthy Wirral banner to develop a long term sustainability plan for health and care in Wirral and the formation of Wirral Health and Care Commissioning; an integrated commissioning team made up of staff from NHS Wirral CCG and commissioning staff (Adult Social Care and Public Health) from Wirral Borough Council. The Joint Strategic Commissioning Board has formed as a committee in common of NHS Wirral CCG Governing Body and Councillors who form a committee of Wirral Borough Council Cabinet.

We would like to take this opportunity to thank our staff and member practices as well as our partners in health and social care.



Dr Sue Wells, Chair



Simon Banks, Chief Officer

About NHS Wirral CCG

NHS Wirral Clinical Commissioning Group (CCG) commissions health care services for a population of 337,069 people registered with 51 general practices listed within the CCG area and this aligns with that of Wirral Council.

Wirral has many strengths which include a growing economy, a narrowing productivity gap between the Wirral and the North West, as well as being strategically placed to take advantage of its role within the Liverpool City Region and the Northern Powerhouse. It has a proven record of supporting businesses and has a dynamic small business economy coupled with a strong visitor economy.

Despite this there are significant inequalities, especially in relation to deprivation, which is most prevalent in Eastern Wirral which has some of the most deprived wards in England. This drives poorer health outcomes and in these areas more people are likely to smoke, have low levels of physical activity and poor diets. This is further exacerbated by low levels of economic activity and productivity. In addition, Wirral has an older age profile when compared to the national average, especially those aged 65+, one in three of whom live alone. This equates to around 24,000 older people in Wirral living alone.

The CCG is a membership organisation and all GP Practices in Wirral are signed up to the CCG constitution which outlines the key duties and structures of the organisation.



Vision and Values

Our vision is that **“People will have the opportunity to live longer, healthier lives, regardless of where they live in Wirral.”**

This vision is underpinned by values, which are:



NHS Wirral CCG’s objectives are:

- To empower the people of Wirral to improve their physical, mental health and general wellbeing
- To reduce health inequalities across Wirral
- To adopt a health and wellbeing approach in the way services are both commissioned and provided
- To commission and contract for services that:
 - > *Demonstrate improved person centred outcomes*
 - > *Are high quality and seamless for the patient*
 - > *Are safe and sustainable*
 - > *Are evidence based*
 - > *Demonstrate value for money*
- To be known as one of the leading CCGs in the country
- Provide systems leadership in shaping the Wirral health and social care system so as to be fit for purpose both now and in five years’ time

Working Together

NHS Wirral CCG, Adult Social Care Commissioning and Public Health Commissioning from Wirral Council came together in May 2018 to form a single commissioning function; Wirral Health and Care Commissioning (WHCC).

The purpose of WHCC is to jointly commission:

- public health services for the residents of Wirral and,
- all age health and care

Key to this is the development of Place Based Care with the focus being on providing effective health and social care services as close to peoples homes as possible, delivered by the right person at the right time.

NHS Wirral CCG and local health and social care partners, including GPs and community and voluntary groups, will work collaboratively together to deliver integrated services and care to meet peoples holistic needs - physical health, mental health and social care. Our partnership, working with families, carers and local neighbourhoods, will transform the way that services are delivered, ensuring they are sustainable, resilient and flexible, to improve patients' experience and outcomes and the health and wellbeing of the Wirral population.

The transformation of service delivery is expected to reduce the need for long term and high cost hospital care by:

- improving the health and wellbeing outcomes for the people of Wirral,
- reducing health inequalities and
- delivering sustainable services, both clinically and financially.



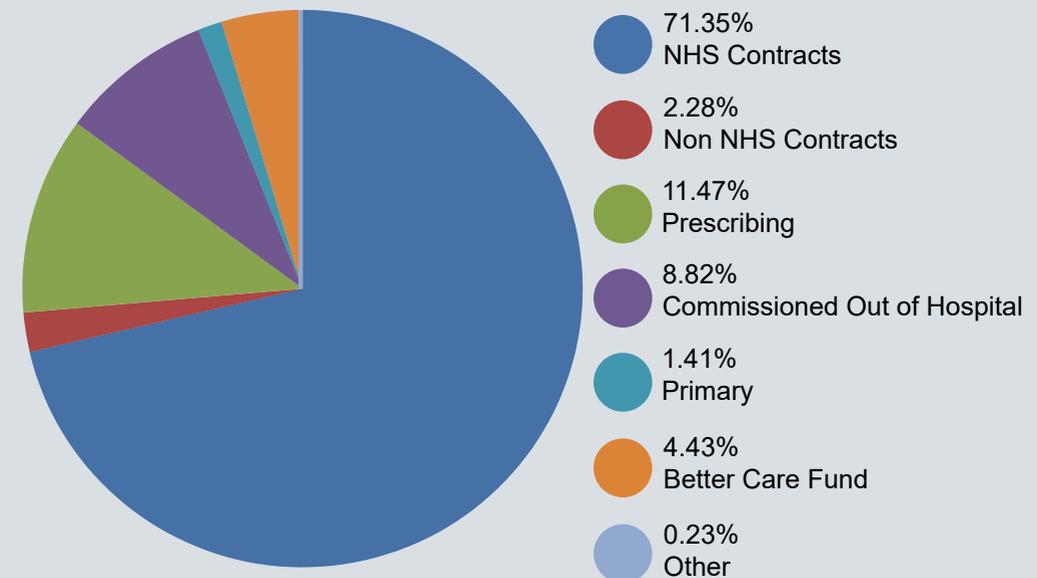
How we spend your money

In 2018/19 NHS Wirral CCG was allocated £534.971 million to plan, commission and monitor hospital, community and mental health services for people living in Wirral.

The CCG has a statutory duty for expenditure not to exceed income. The CCG met this requirement in 2018/19

NHS Wirral CCG reported a surplus of £2.003 million with a final total expenditure of £532.968 million for 2018/19.

The chart below shows the breakdown of how NHS Wirral CCG's money was spent on health and care over 2018/19.



Challenges

Wirral is one of the 20% most deprived boroughs in England and about a quarter of children live in low income families. Poorer health outcomes are present in these areas, with people more likely to smoke, have lower levels of physical activity and poor diets. These lifestyle behaviours contribute to health inequalities which result in a lower life expectancy, evident with an average 11 year difference between Rock Ferry and Heswall.

Rates of



Hypertension (blood pressure)



Teenage pregnancy



Smoking related deaths



Self harm (15-24 year olds)



Alcohol related admissions to hospital

Are all
above the
national
average

There are also estimated to be



54,200 adults with hypertension



4,500 with undiagnosed diabetes



5,000 aged 65+ living with dementia



12,300 with COPD

Key areas of specific concern include:

- Respiratory disease
- Alcohol consumption and related diseases
- Cancer
- Diabetes
- Heart disease and Stroke

Health Inequalities

We continue to strive to reduce health inequalities across the borough. Place based care in Wirral has taken significant steps forward in 2018 with the formation of Wirral Neighbourhoods, enabling people to be kept fit and well in their own communities. Through collaborative working, taking in to account the needs of patients, and making the best out of local assets and resources, we can make sure that we put the right services in place where they are really needed. This means that services are reflective of any local variations and inequalities within Wirral. A number of plans are already in place, including:

- The Wirral Plan sets out a series of 20 pledges which NHS Wirral CCG, Wirral Council and other key partners will work to achieve by 2020. A series of strategies have been developed to deliver the Wirral Plan pledges
- Enhanced services in Primary Care aimed at the early identification and treatment of disease
- Collaborative working with Wirral Council (in particular Public Health and the Department of Adult Social Services) in a number of areas relating to reducing health inequalities, including the ongoing development of the Better Care Fund and regular joint strategic commissioning meetings
- Impact assessment of all CCG commissioning to ensure equitable service provision in order to prevent further widening of the inequality gap
- The adoption of a vision by NHS Wirral CCG which states 'People will have the opportunity to live longer healthy lives regardless of where they live in Wirral'
- The further development of a 'Healthy Wirral' plan which is built on the 3 principles of **Better Health**, **Better Care** and **Better Value**

Performance Report

The NHS Constitution sets out rights for patients, public and staff. It outlines the responsibilities that the public, patients and staff owe to one another to ensure that the NHS operates fairly and effectively. Such responsibilities include; keeping appointments, or cancelling within a reasonable time, and following the course of treatment which has been agreed.

Every year NHS Wirral CCG monitors the progress of service providers (local hospitals, community services and others) against national indicators. These include:

- The right to begin treatment within 18 weeks of a GP referral (or within 62 days if the referral is for cancer)
- The right to be seen, discharged or admitted to A&E within 4 hours of arrival
- In urgent cases, the right to an ambulance within 19 minutes of a 999 call
- Where an operation is cancelled at the last minute for non-clinical reasons, the right to an operation within 28 days of the cancellation

The table below details what we have achieved in 2018/19 against these standards.

	Target	Actual Performance
Referral To Treatment waiting times for non-urgent consultant-led treatment		
Patients on incomplete non-emergency pathways (yet to start treatment) should have been waiting no more than 18 weeks from referral	92%	80.91%
Diagnostic test waiting times		
Patients waiting for a diagnostic test should be waiting less than 6 weeks from referral	99%	99.2%
A&E Waits		
Patients should be admitted, transferred or discharged within 4 hours of their arrival at an A&E department	95%	79.01%
Cancer waits – 2 week wait		
Maximum 2 week wait for first outpatient appointments for patients referred urgently with suspected cancer by a GP	93%	93.49%
Maximum 2 week wait for first outpatient appointments for patients referred urgently with breast symptoms (where cancer was not initially suspected)	93%	91.21%

Cancer waits – 31 days		
Maximum one month (31 day) wait from diagnosis to first definitive treatment for all cancers	96%	98.41%
Maximum one month (31 day) wait for subsequent treatment where that treatment is surgery	94%	98.01%
Maximum one month (31 day) wait for subsequent treatment where that treatment is an anti-cancer drug regime	98%	99.50%
Maximum one month (31 day) wait for subsequent treatment where that treatment is a course of radiotherapy	94%	98.10%
Cancer waits – 62 days		
Maximum 2 month (62 days) wait from urgent GP referral to first definitive treatment for cancer	85%	84.22%
Maximum 2 month (62 days) wait from referral from an NHS Screening Service to first definitive treatment for all cancers	90%	94.48%
Ambulance calls	90th centile performance	
Category 1 Life Threatening: 9 out of 10 times within 15 minutes	90% within 15 mins	00:13:01
Category 2 Emergency Calls: 9 out of 10 incidents responded to within 40 minutes	90% within 40 mins	00:56:59
Category 3 Urgent Calls: 9 out of 10 responded to within 120 minutes	90% within 120 mins	02:22:41
Category 4 Less Urgent Calls: 9 out of 10 responded to within 180 minutes	90% within 180 mins	02:54:26
Cancelled operations		
All patients who have operations cancelled on or after the day of admission, for non-clinical reasons to be offered another binding date within 28 days, or the patients treatment to be funded at the time and hospital of the patients choice.	0	24
Mental Health		
Care programme approach (CPA): The proportion of people under adult mental illness specialities on CPA who were followed up within 7 days of discharge from psychiatric in-patient care during the period.	95%	99.43%
IAPT		
Total percentage of patient population to access IAPT Services	15%	11.48%
Patients to be treated within 18 weeks of referral	95%	98.82%
Patients to be treated within 6 weeks of referral	75%	82.02%
Patients to be moved to recovery at discharge	50%	33.18%
Early intervention psychosis		
Patients seen within 2 weeks of referral	50%	64.81%

Achievements over 2018/2019

Mental Health Service Developments

NHS Wirral CCG is working collaboratively with commissioning colleagues from Wirral Council and across Cheshire and Merseyside to deliver the Mental Health Five Year Forward View, supporting both place based local commissioning and areas of development across Cheshire and Merseyside.

In 2018/19, an annual refresh was undertaken of the Children and Young People's Mental Health Local Transformation Plan. The plan outlines the continued commitment to develop services to meet the needs of children and young people's emotional wellbeing specifically in line with the THRIVE (Timely, Helpful, Respectful, Innovative, Values-based and Efficient) Model.



Throughout the year we have further built on the foundations of co-production and collaboration to ensure the views and thoughts of children and young people are reflected within our plan. A collaborative workshop was held with children, young people and their families in June 2018 and a number of themes were jointly identified for further improvements including: communication, peer support and relationships with services; these areas feature as key deliverables in our refreshed plan.

The advice and duty line for children and young people implemented in late 2016 was further enhanced during 2018 to enable contact out of hours for evenings and weekends.

During 2018 we undertook an engagement exercise to help develop our revised Improving Access to Psychological Therapies service: this resulted in a procurement exercise with a successful provider being identified to commence delivery of the service from April 2019. This is a key development for Wirral and will support people accessing services to receive care at the

right time, from the right service, in the right place.

The new service will be working in collaboration with wider partners across both statutory and voluntary sector providers and will form part of the "Talking Together, Living Well Wirral" initiative. This development will support the delivery of increased numbers of Wirral residents being able to access psychological therapies and improve outcomes relating to mental health.



Mental Health crisis care has been a key priority for 2018/19 and is one of the key deliverables for Healthy Wirral for 2019/20. Wirral Health and Care commissioning is considering opportunities across Cheshire and Merseyside to meet the draft national standards relating to urgent telephone response and the proposed new pathways for mental health crisis care.

The implementation of the revised Attention Deficit Hyperactivity Disorder (ADHD) shared care model will be realised in 2019 which will reduce the waiting times for adults requiring ADHD assessment. There is also work being undertaken to review the neurodevelopment pathway for Children and Young People and to ensure a smoother transition across age related services.

There has been extensive engagement work undertaken in respect of Dementia through a variety of engagement channels, the results of the engagement will shape the Dementia strategy for Wirral which will be finalised during 2019, this is another key priority for the Healthy Wirral Mental Health programme.

Cancer Services

In conjunction with the Cancer Alliance and Wirral University Teaching Hospital NHS Foundation Trust, NHS Wirral CCG has made rapid improvements to cancer services for Wirral patients:

- Wirral launched a new pilot service for cancer patients. The Macmillan funded pilot, offered from leisure centres and libraries, provides holistic needs assessments for newly diagnosed patients helping to identify non-clinical needs, access to support in the community, participation in a bespoke health and well-being programme and free leisure centre access.
- Wirral launched a pilot service for patients with Vague Symptoms, this ensures that patients potentially with cancer, but not fitting traditional cancer referral pathways, are provided with rapid access to a specialist nurse and diagnostic testing.
- Pathway reviews are in place for colorectal and prostate cancer and will be implemented shortly.
- Cancer Research UK has worked with a variety of GP practices in Wirral to improve diagnosis and support for cancer patients. Further support is being offered by the lead GP for Cancer to practices including a regular newsletter and targeted training.
- NHS Wirral CCG is supporting the review of the oesophago-gastric cancer at regional level; leading to a new optimal pathway delivered at local level.
- Public Health and NHS Wirral CCG are working together to promote take up of screening, amplifying national campaigns on a local level.
- Risk stratification and remote monitoring has been implemented on a phased approach for colorectal, breast and prostate tumour groups. Through an on-line portal, patients can access test results and support without needing to attend outpatients.



Diabetes Services

Ongoing funding for the community diabetes service has been agreed, enabling the service to be further developed. The diabetes registries are being reviewed to ensure the measures remain clinically relevant and evidence based. Wirral's use of the national diabetes prevention programme continues to provide proactive education to patients with pre-diabetes with the aim of reducing their risk of developing diabetes in the future.

NHS Wirral Clinical Commissioning Group secured and utilised transformation funding from NHS England to develop diabetes care specifically relating to;

- Three physician led foot Multidisciplinary Team (MDT) clinics are taking place each week with Vascular Surgeons, Orthopaedic Surgeons, Orthotists, Plaster Technicians and Vascular and Outpatient Parenteral Antimicrobial Therapy (OPAT) (Intravenous (IV) antibiotic). Creating this integrated team approach ensures prompt development of optimal patient care plans, improving patient experience and outcomes.
- Working with the OPAT team has increased the use of outpatient IV antibiotic therapy for foot ulcer patients enabling safe, targeted IV antibiotic therapy in the comfort of the patients' home. This has resulted in less admissions and a reduction in length of inpatient stay. The delivery of the Multidisciplinary Teams (MDT) for foot care has resulted in an overall reduction in amputation rates across Wirral.
- Structured Diabetes Education Programme to increase the numbers of patients accessing education to better self-manage their diabetes. 'Diabetes Smart' has been in operation for a year, providing a module based education programme across Wirral, delivered by specialist diabetes health professionals within the community and in secondary care. The programme is available for Pre-diabetic, Type 1 and Type 2 patients. There has been promotion of the training course through leaflets, local media and primary care with uptake steadily increasing.
- Diabetes training has also been provided within Primary Care through an online training portal available to GP and Practice Nurses within all Wirral GP Practices.

Maternity

NHS Wirral CCG commissions a wide range of maternity services to provide choice for our patients including:

- Maternity case loading model
- Perinatal mental health midwives
- Midwifery led unit
- Obstetric unit

NHS Wirral CCG worked with our providers and the Cheshire & Merseyside Local Maternity System to continue to make the improvements set out in the national “Better Births” report which set out a clear vision for maternity services across England to become safer, more personalised, kinder, professional and more family friendly.



Safety improvements are being driven through the introduction of the Saving Babies Lives Care Bundle which aims to reduce still-births and foetal abnormalities through a range of targeted action, including better screening, smoking cessation support, with all midwives now equipped with Carbon Monoxide (CO) monitors.

The nationally pioneering midwife led ‘pop up’ birthing centre, based in Seacombe Children’s Centre, has become a real additional choice for expecting mothers in the area to deliver.

A Maternity Voices group has been established to provide direct feedback to our local maternity services and to enhance the commissioning of our local maternity offer through their feedback.

Wirral University Teaching Hospital NHS Foundation Trust’s local maternity services have been nominated for Royal College of Midwives Maternity services of the year award.

Developments in Urgent Care

Work has continued throughout the year following the NHS England mandate to implement an Urgent Treatment Centre by December 2019. A three month public consultation has taken place with the feedback and results being analysed to inform decision making.

A number of working groups have been established to address estates, transport, IT and Infrastructure as well as clinical modelling and workforce strands. This is a collaborative piece of work which will incorporate input from all key stakeholders and will continue throughout the pre implementation phase to scope out the new model of urgent care. We are working closely with stakeholders to map out new clinical pathways and governance models.

Meeting the 4 hour waiting time standard in the Emergency Department remains a challenge for both Wirral University Teaching Hospital NHS Foundation Trust and the Wirral system, and a number of strategies have been introduced to try to enable the system to meet this standard;

- Primary Care Clinical Streaming - we are currently streaming 20-30 patients away from the ED every day to the most appropriate setting for their emergency treatment, which is a significant improvement for our patients.
- We are embedding the use of ‘SAFER’, which together has the aim of improving the patient experience within the hospital and reducing time spent in hospital and therefore more timely discharges.



- We have implemented “Phase 1” of a collaborative Single Point of Access (SPA) service which is a Nurse Led service providing signposting of care pathways for GPs and other healthcare professionals who require treatment for patients with physical health, mental health or social care needs.
- Access to urgent care in care homes has been enhanced through initiatives such as the Care Home Teletriage service. If a resident becomes unwell, care home staff have been trained to take basic observations, and have been provided with iPads to Skype with a nurse practitioner or GP. The nurse or GP can use the observations, and a visual assessment, to provide management advice and sign-posting.

Healthy Wirral Digital Programme



In our digital age, the use of technology can streamline care ensuring our population receives the most appropriate care to meet their needs. Technology will help us to address local needs and provide targeted interventions that support health and care delivery. Wirral has always been a keen adopter of technological innovations to help us deliver the best possible care, and now we are on a journey towards population health management together.

The Wirral Care Record

The Wirral Care Record brings together and displays health and care data from our local health organisations in a merged, electronic record, and will enable Wirral’s health and social care professionals to enhance the care provided to patients by providing access to a single, holistic view of a residents journey throughout the health and care system.

Having this intelligence and information in one place will enable staff across all organisations to have a complete picture of their residents’ information, providing them with the relevant information so that they can give the most appropriate treatment, care and support in clinics or in a patients home.

Having immediate access to a patient’s medical history will help them to make fully informed decisions meaning that patients will experience more joined up care between a variety of care settings and will not have to repeat their medical and social care history every time they speak to a care professional.

The Wirral Care Record will allow health and care providers and commissioners to better understand the needs of local people and respond more effectively to those needs across Wirral, within our neighbourhoods and at an individual level. It will provide health and care providers with the intelligence to understand who is at risk of crisis and morbidity and take actions to reduce inequalities and help people live longer, better lives that contribute to society in the long-term.

The Wirral Care Record also helps inform our funding and contracting models and gives us the insight we need to enable the most effective commissioning across the entire landscape of services. It will enable us to measure the impact of transformation initiatives to support effective place-based care in Wirral.

Being the first to do this innovation in the UK is testament to our vision for a digital Wirral. As a partnership, we’re proud of where we are at, and believe that we stand in good stead for the future health and care of people in Wirral – we’re excited to start seeing the rewards of our journey so far.



Listening to you

NHS Wirral CCG is fully committed to communicating and engaging with members of the public in decisions that we need to make about the commissioning (purchasing) of health and care services.

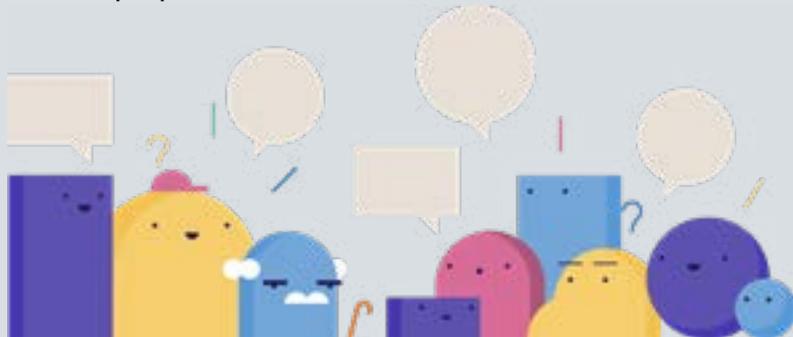


It is critical that our patients and wider population feel involved in decisions made. We have established relationships with key partners, as well as having structures in place to understand people's views on an ongoing basis, ensuring that we put people at the heart of everything we do. We want to encourage local patients and their carers to be involved in how services are shaped and improved, and to work alongside us to make changes happen.

Our engagement over the past year has ranged from the development of new strategies and services, to formal consultations. We hold quarterly Public Question Time events and have a Patient and Public Advisory Group, which acts as a critical friend regarding our engagement activities.

We undertake a variety of engagement activities with GP Practices including facilitating GP Members' meetings, quarterly forums for Practice Managers and a clinical education programme for GPs and Nurses. We also have a Lay Member (Patient Champion) on the CCG Governing Body.

Social media is part of our everyday communications, and part of improving engagement and participation. Our website is accessible to people with hearing or visual impairments and those whose first language isn't English. We also produce Easy Read versions of our important publications, such as consultation proposals.



Plans for the Future

We all know that people across the country place a very high value on the NHS and are protective of the services it provides. However, the way in which healthcare is delivered today in the 21st century is very different to when the NHS was established in 1947 and the NHS is now facing increasing challenges for a number of reasons.

In response to these rising pressures, the NHS has published its Long Term Plan. This follows a commitment for increased funding to the NHS by the Government. The plan places a great emphasis on closer working between health and social care, helping people to stay healthy and preventing people becoming unwell. There will also be more use of digital technology and health and care staff working together as teams to deliver better care to people



What does this mean for Wirral?

Wirral will receive extra money but this is not the only answer to the things we must do to make our local health and care system work better and to be sustainable. Wirral has some significant challenges including:

- An already difficult financial position – we are consistently spending more than we receive so we need to do things differently
- Pressures on our local NHS services means more people are waiting for longer to get the care and treatment they need
- Wirral has an older population compared with the rest of England and this requires extra resources

- The gap in life expectancy in Wirral is 11 years – people in Heswall will live 11 years longer compared to those in Rock Ferry.

We also know that many people do not get the ‘joined up’ health and care they need because different services are provided by different organisations. This can sometimes result in delays and creates extra pressure for our local services.

In order to make things better, the local NHS organisations along with Wirral Council have formed the Healthy Wirral partnership and we will be working with our staff and the public to make our local health and care services better and sustainable.

How will we do this?

We have already integrated our commissioning functions across health, social care and public health. This means that our planning will be more joined up and will work better.

We also want to change the way in which we plan services. At the moment we plan services for the Wirral as a whole and we want to make some of our services more tailored to the needs of local communities. We call this ‘Place Based Care’.

What does it mean for people?

People won’t see services change immediately. We have developed our Healthy Wirral Plan for the next 5 years and this incorporates the requirements of the NHS Long Term Plan and details our priorities and how



we will go about doing our work. It’s important that we carefully consider what we need to do and engage the people of Wirral in seeking views and opinions.

We do know that in the future more services will be organised locally and people will be supported better by a range of professionals, some of which will be new, such as Social Prescribers and Physicians Assistants. This also means working more with voluntary organisations and groups to help people stay healthy and active in their local communities.

It is also important that we understand the wider reasons why some people lead less healthy lives than others. Our partnership with Wirral Council ensures that factors such as housing, education and local environments are considered and we can all work together to support people to lead healthier lives.

Place Based Care in Wirral has taken significant steps in 2018 with the formation of Wirral neighbourhoods. Wirral has been divided into nine neighbourhoods, all with a population of communities between 30-50,000 people. We have started to use the information we have to determine what the people in these neighbourhoods need. The recent introduction of Primary Care Networks, as part of the Long Term Plan, compliments our neighbourhood approach, recognising the importance of the role that General Practitioners and primary care staff play in local communities.



The Healthy Wirral Partners are committed to engaging the people of Wirral as we move forward with our plans. There will be lots opportunities to give your views and get involved in shaping your local health and care services.

Contact Us

This information is a summary of our Annual Report 2018/2019. If you would like this information in another format (i.e. braille, audio, large print or a different language) please contact us using one of the methods below:

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You can also contact us on **Facebook**
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Both the Annual Report and Annual Report Summary can be found on our website www.wirralccg.nhs.uk