

NHS

Wirral

Clinical Commissioning Group

Annual Report Summary 2019/2020



Our mission:

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

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About NHS Wirral CCG

NHS Wirral Clinical Commissioning Group (CCG) commissions health care services for people registered with 49 general practices listed within the CCG area which aligns with that of Wirral Council.

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

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 and 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 on Wirral are signed up to the CCG constitution which outlines the key duties and structures of the organisation.



Introduction

Simon and I (as the new Chair of NHS Wirral CCG), are pleased to introduce the Annual Report for 2019/2020.

Undoubtedly a year of challenges, we have faced these with determination and an enthusiasm to deliver seamless, high quality Health and Care to the people of Wirral. Most recently the CCG has focused its efforts, along with the rest of the NHS, on responding to the challenges of the Covid-19 pandemic. With that in mind, the majority of this report will focus on the CCG's activities prior to this time, but it should be acknowledged that responding to the Pandemic has meant that many of the CCG's routine activities and priorities have been suspended.

As with many NHS organisations, we have and continue to face financial challenges, but this has not deterred us from embracing new services and striving to work across our system with partner organisations.

2019 saw the completion of the Urgent Care Consultation and the agreement on the delivery model going forward. Whilst attracting much attention, this highlighted to us the strength of feeling which our population has concerning their local NHS services, and we are most grateful to those who contributed to the decision making. Further advances have been made in the Mental Health and Learning Disabilities, Respiratory care, Gastroenterology and Cardiovascular disease Management.

As a system, we have embraced Digital Technology and 11 September 2019 saw the launch of the Wirral Care Record. We were very proud to be able to highlight this to the Minister for Health, Rt Hon Edward Argar, when he recently visited.

Our integration journey continues, with Wirral Health and Care Commissioning developing further. Integration and focus on "place" is our key goal going forward and an aim for 2020/21.

Finally, we are delighted to announce that, with the support of our 49 GP practices, we were given Fully Delegated responsibility for Primary Care services Commissioning from April 2020.

We could continue to highlight many other areas, but these are referenced throughout the report.

However, crucial to the delivery of services, to striving to achieve more and to reach our financial targets are our staff and we would like to take this opportunity to thank them for their tireless efforts and commitment to our organisation.

We would also like to thank our member practices, as well as our partners in health and social care, particularly in recent times for their collaborative response to the Covid-19 pandemic.



**Dr Paula Cowan,
Chair**



**Simon Banks,
Chief Officer
(Accountable Officer)**

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

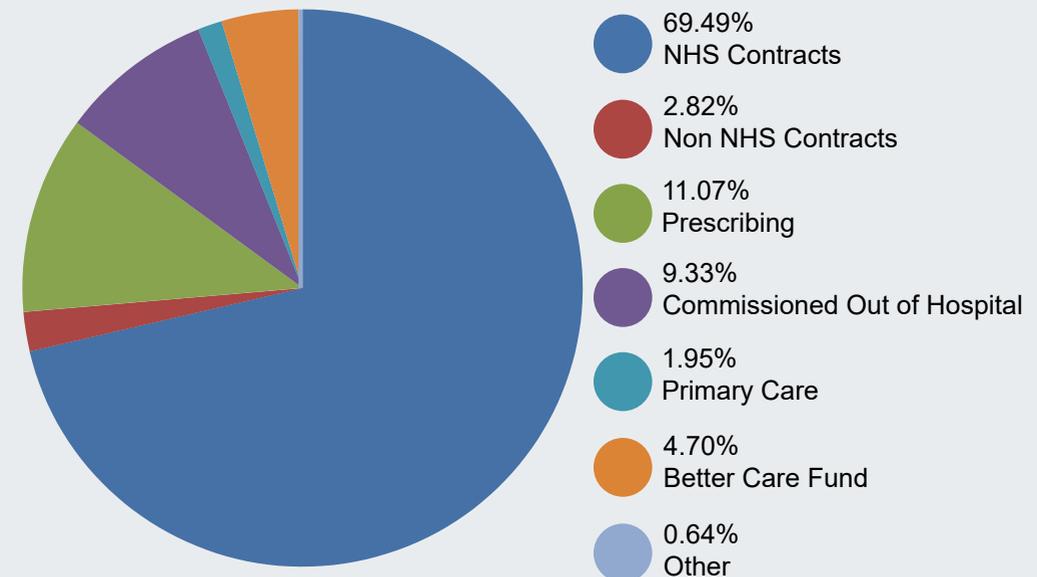
In 2019/20 NHS Wirral CCG was allocated £565.902 million to plan, commission and monitor hospital, community and mental health services for people living in Wirral.

The CCG has a statutory duty for expenditure not to exceed income. The CCG did not meet this national requirement in 2019/20.

NHS Wirral CCG reported a deficit position of £13.947 million with a final total expenditure of £579.849 million for 2019/20.

The CCG also has a statutory duty not to exceed its running cost allocation via expenditure on administration costs

The CCG administration expenditure for 2019/20 was £5.766 million against an allocation of £7.259 million thereby meeting this statutory duty. The underspend of £1.493m was reinvested into commissioning patient care.



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



55,000 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 inequality and there is a core level of services available to all Wirral patients.

We work with our Local Authority colleagues to take into account the needs of patients to 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.

To this end, NHS Wirral CCG has continued to promote self-care and community based support through the integrated care hubs that have been established, that are locally sensitive to health need variations.

Wirral has a diverse population that is characterised by social demographic extremes, ranging from some of the most affluent electoral wards in the country to some of the most deprived.

The impact of this across a wide range of health and social outcomes is evident, resulting in a 10 year difference in life expectancy. Lifestyle choices such as smoking and drinking too much alcohol, as well as obesity, contribute to health inequalities, and these behaviours are also most prevalent in Wirral's most deprived areas.

- Joint Strategic Needs Assessment (JSNA) used to inform service development and joint Commissioning that the CCG and Wirral Council undertake together.
- Health and Wellbeing Board Strategy in place that supports the reduction of health inequalities as one of its core aims.
- 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 on-going development of the Better Care Fund and regular strategic joint commissioning meetings.
- Impact assessment of all CCG commissioning activities to ensure equitable service provision in order to prevent further widening of the inequality gap.

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 within 4 hours of arrival to A&E
- 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 2019/20 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%	76.4%
Diagnostic test waiting times		
Patients waiting for a diagnostic test should be waiting less than 6 weeks from referral	99%	95.6%
A&E Waits		
Patients should be admitted, transferred or discharged within 4 hours of their arrival at an A&E department	95%	75.3%
Cancer waits – 2 week wait		
Maximum 2 week wait for first outpatient appointments for patients referred urgently with suspected cancer by a GP	93%	93.8%
Maximum 2 week wait for first outpatient appointments for patients referred urgently with breast symptoms (where cancer was not initially suspected)	93%	95.2%

Cancer waits – 31 days		
Maximum one month (31 day) wait from diagnosis to first definitive treatment for all cancers	96%	97.8%
Maximum one month (31 day) wait for subsequent treatment where that treatment is surgery	94%	97.4%
Maximum one month (31 day) wait for subsequent treatment where that treatment is an anti-cancer drug regime	98%	99.4%
Maximum one month (31 day) wait for subsequent treatment where that treatment is a course of radiotherapy	94%	99.1%
Cancer waits – 62 days		
Maximum 2 month (62 days) wait from urgent GP referral to first definitive treatment for cancer	85%	86.6%
Maximum 2 month (62 days) wait from referral from an NHS Screening Service to first definitive treatment for all cancers	90%	90.9%
Ambulance calls		
90th centile performance		
Category 1 Life Threatening: 9 out of 10 times within 15 minutes	90% within 15 mins	00:12:34
Category 2 Emergency Calls: 9 out of 10 incidents responded to within 40 minutes	90% within 40 mins	00:50:25
Category 3 Urgent Calls: 9 out of 10 responded to within 120 minutes	90% within 120 mins	02:31:19
Category 4 Less Urgent Calls: 9 out of 10 responded to within 180 minutes	90% within 180 mins	02:34:47
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	66
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%	100%
IAPT		
Total percentage of patient population to access IAPT Services	22%	14.78%
Patients to be treated within 18 weeks of referral	95%	33.4%
Patients to be treated within 6 weeks of referral	75%	88.6%
Patients to be moved to recovery at discharge	50%	99.4%
Early intervention psychosis		
Patients seen within 2 weeks of referral	50%	77.0%

Achievements over 2019/2020

Mental Health Service Developments

NHS Wirral CCG continues to work in partnership with the Cheshire and Merseyside Mental Health Programme Board and commissioning colleagues across the Wirral footprint to deliver the Mental Health Five Year Forward View and Long Term Plan ambitions, supporting both place based local commissioning and areas of development at scale across Cheshire and Merseyside.

During 2019/2020 we made great strides in areas of transformation in mental health as outlined in the NHS Long Term Plan and the Healthy Wirral Mental Health Priorities. For 2020/21, we will be continuing this hard work to deliver positive changes for the people of Wirral.



A Children and Young People's Local Transformation Plan for Wirral is published each year, driven by the work of the Future in Mind Steering Group which consists of partners across Health, Education, Local Authority and third sector partners. We continue to build on the foundations of co-production and collaboration to ensure the views and thoughts of children and young people are reflected within.

The main additional investment from the Future in Mind funding has been into the Primary Mental Health Team whose work includes a telephone advice line and delivering training: 587 professionals were trained in 2018/19 and by Q2 of 2019/20 a further 100 had been trained; 1,350 parents have attended a Helping Your Child Workshop since Nov 2018.

In 2019 we secured national funding for three Mental Health Support Teams. These will work in all the schools with primary age children in the 40% most deprived Lower Super Output Areas, providing timely advice, supporting schools develop a Whole School Approach to mental health and delivering brief interventions for mild-moderate cases.

In 2019/20 we finalised a system-wide performance dashboard that pulls together data from various providers and enables us to assess how the work undertaken meets the needs of children and young people.

During 2019 we have refreshed Wirral's Dementia Strategy for 2019/22, following extensive engagement work with people with dementia including carers, families and friends and also professionals who work with people with dementia. The strategy outlines the system wide ambitions for dementia care on Wirral for the next four years, including reviewing the secondary care diagnostic pathway and the provision of post-diagnostic support.

Crisis care remains a key focus of the Healthy Wirral mental health programme to ensure that people in Wirral have the most appropriate services available for mental health crisis and to reduce demand on A&E. During 2019/20, in conjunction with Wirral's Crisis Care Concordat, we have developed clinical models for both our Springview alternative assessment suite and Spider Project "crisis café" which link in with the Cheshire and Merseyside pathway for mental health crisis care.

During 2019/20, work to improve the physical health of people with serious mental illnesses has taken place with a project group dedicated to addressing this area of inequality and need. Initially, the group is focusing on increasing the numbers of essential physical health checks taken place in primary care for people with SMI to support clinicians to identify physical health problems and intervene sooner.

During summer 2018, mental health commissioners undertook a patient and public engagement exercise to collect views and experiences of IAPT services in Wirral. Following a robust tender process, a new provider for IAPT services began operation in April 2019. Insight Healthcare are working in partnership with CWP, Age UK



Wirral, Involve Northwest, Cruse Bereavement, Open Door Centre and our local GP Federations to deliver Talking Together Living Well Wirral. This innovative service encompasses people with low level mental health issues, primary care mental health and those with more complex needs who may require support from primary and secondary care.

Transforming Care Programme for people with Learning Disabilities and/or Autism

The Transforming Care programme for people with Learning Disabilities and/or Autism is an at scale programme across Cheshire and Merseyside. Working with people who use services, the programme is committed to delivering improved community support to help people live in homes, not hospitals and improve their health, quality of care and quality of life.

2019 was another challenging year for commissioners across Cheshire and Wirral in delivering the Transforming Care Programme (TCP) for Learning Disabilities (LD) and or Autism. However, we have still managed to deliver the following;

- Universal specifications for the Community Learning Disability Teams and Assessment Treatment Units
- LD services dashboard
- Reduce the number of people in inpatient settings, including children
- Commence a training programme for all local authority providers on challenging behaviour and how to manage this
- Delivering a Post Diagnosis Service for adults
- Delivering an intensive support function for children and young people based on the Ealing model
- Redesign of respite services
- Decommissioning the number of assessment and treatment beds and redirecting this freed up resource to recurrently fund services such as the Intensive Support Function of the Community Learning Disability Teams for adults and the Intensive Support Function for children and young people through the LD Child and Adolescent Mental Health Teams
- A total of just over £1.2 million through successful bids to NHS England has been received to date

Whilst Wirral remains an outlier for children admitted to a tier 4 bed there has been significant progress to address this issue with the aid of collaborative working with education and local authority colleagues to achieve a reduction and help support our children and young people to remain in the community where possible.

Diabetes Services

Diabetes Wirral Care Record (WCR) has been launched.

Wirral's use of the National Diabetes Prevention Programme (NDPP) continues to provide proactive education to patients with pre-diabetes with the aim of reducing their risk of developing diabetes in the future.

There are currently 22,227 people on the Adult Diabetes HealthRegistry (Wirral Care Record). Since May 2018 there have been 1,283 referrals across Wirral into the NDPP.

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

- Multidisciplinary Teams (MDT) for foot care to improve access to patients with diabetic foot ulcer to a Foot MDT team services. There are physician led foot MDT clinics 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.
- Developing Wirral local education programme 'Diabetes Smart' which provides a module based education programme across Wirral which is delivered by specialist diabetes health professionals within the Community and Secondary Care. The programme is available for patients with Type 1 and Type 2 diabetes.



Maternity Services

NHS Wirral Clinical Commissioning Group (CCG) commissions a maternity services pathway that provides choice of place of delivery for our patients and that includes:

- A Community Maternity offer
- Perinatal mental health midwives
- A Midwifery led unit
- An Obstetric unit
- Substance Misuse and Smoking Cessation support



NHS Wirral CCG completed work during the first half of 2019/20 on the design of an improved service specification for Maternity services, the review was supported by local service user group, Wirral Maternity Voices. A procurement exercise was planned for Community Midwifery services in the 2nd half of 2019/20 so that a new Community Midwifery service would be in place from 1 April 2020.

In July 2019 the CCG was notified by the then incumbent Community Midwifery Service Provider (One to One Northwest Ltd) that they were going into administration. The CCG worked with partners, to ensure a smooth transition for women booked with One to One and put in place appropriate arrangements for the transfer of care for all Wirral women under their care. All women were successfully transferred to an alternative Maternity provider for their care.

The transformation plans for Maternity services in Wirral continue and the CCG have worked with Wirral University Teaching Hospital NHS Foundation Trust to ensure that they are working towards the delivery of the improved service specification that was developed across Cheshire & Merseyside with the involvement of lead Clinicians, Wirral MVP and the Cheshire and Merseyside Local Maternity System.

During 2019/20, improvements have been made to the numbers of women experiencing continuity of care in order to meet the national target of most women having continuity of care by March 2021.

A multi-agency task-group led by Public Health Wirral was established during the year to oversee the implementation of Smoking in Pregnancy actions on Wirral. The Smoking cessation screening and support offer has been improved with all Midwives equipped with Carbon Monoxide (CO2) Monitors.

The national pioneering 'pop up' birthing centre (midwife led unit) based in Seacombe Children's Centre has continued to see more 'low risk' women choosing to birth there during the year with their experience having been reported as very positive.

Palliative and End of Life Care Services

Working collaboratively across the Palliative and End of Life Care Partnership there has been significant progress to the delivery of Palliative and End of Life Care Services for Wirral Patients:

A 12 month review resulted in a new delivery model splitting the current Integrated Specialist Palliative Care Team (ISPCT) into:

- Wirral Specialist Palliative and End of Life Care Community Service provided by the Wirral Community Health and Care NHS foundation Trust and Wirral Hospice St Johns
- WUTH Supportive and Palliative Care Service

As part of the review there was public and health professional engagement which supported the development of a new model and will provide an integrated approach to the pathway with key deliverables being:

- 24 hour, 7 day support
- A multi-disciplinary team approach
- Proactive, holistic, person centred approach
- Well-developed links between the Community Team and the Hospital based Team to ensure seamless transition in and out of hospital if required
- Single referral process to Specialist Palliative and End of Life Care
- Person and family focused care
- Support and empower individuals to plan earlier for their end of life care through advanced care planning
- Care provided by the most appropriate professional in the individuals preferred place of care
- A responsive yet flexible interaction with people and their as preferred by them and as clinically appropriate

Cardiovascular Disease

NHS Wirral Clinical Commissioning Group commissions CVD services from WUTH, Wirral Community Health & Care NHS Foundation Trust (WCHC) and Liverpool Heart & Chest Hospital (LHC).

The CCG has worked in year with WCHC to continue to transform the community offer for people with Cardiovascular Disease (CVD) and has delivered the following successes:

- The Cardiovascular rehabilitation program achieved national certification (BACPR) for the 3rd year and continues to ensure Heart Failure patients have equal access to rehabilitation. The national average uptake is only 5%, whereas in Wirral it is over 50%. This has been achieved due to Wirral being an early adopter of Heart Failure Rehab (2006), which has been developed to fully integrate Heart Failure patient's needs into all aspects of the service.
- Wirral's community Heart Failure service has helped reduce unnecessary re-admissions to hospital for patients with CVD and better support them to stay healthy and well in the community.
- Improved access times to Cardiac Rehabilitation have been delivered, helping people recover and resume a full life as quickly as possible following a heart attack, angioplasty or coronary by-pass and to help people who have heart conditions such as heart failure or angina.
- The CVD transformation has continued to deliver Specialist Nurse led diagnosis and treatment for improved early diagnosis and management of Atrial Fibrillation and Deep Vein Thrombosis.
- Improvements have also been delivered in palliative/end of life care for patients with heart failure.
- The Community Trust offer includes rapid access 'Hot Slots' that can be accessed by GPs and Secondary Care Clinicians for patients that meet the criteria. These Hot Slots have been successful in reducing admissions to hospital for both Atrial Fibrillation and Heart Failure during the year.

A number of successful local screening and awareness raising events were delivered during 'May Measurement Month' and in September 2019 during the National 'Know Your Numbers' Campaign focussing on Blood Pressure awareness raising and improving residents understanding of CVD risk factors.

Musculoskeletal Integrated Triage Service

On 1st July 2018, NHS Wirral Clinical Commissioning Group (CCG) implemented a new Musculoskeletal Integrated Triage Service through a Prime Provider, Wirral University Teaching Hospital NHS Foundation Trust (WUTH). This replaced a previously fragmented service and offers referrers and patients a streamlined process for referral and leaner diagnostic and treatment pathways. The service receives around 33,000 referrals per year, mainly from GPs.

The service has successfully diverted patients away from acute pathways through using MSK Clinical Assessment and Physiotherapy treatment pathways.

Initially this created delays in the patient pathways for assessment and physio, however waiting times are now significantly improved with the majority of patients being seen within three weeks for assessment and eight weeks for physio.

Key achievements:

- Identifying and addressing capacity constraints of the MSK clinical assessment service (MCAS)
- Improved patient communications through the use of text messaging and a review of the booking system in place for patients
- Prime Provider management of a significant sub-contract with Wirral Community Health & Care NHS Foundation Trust
- Instrumental in achieving a reduction in unnecessary MRI scans, freeing up MRI resources for other pathways for example cancer diagnosis
- Restructuring of services to improve provision whilst enhancing staff development opportunities
- Significant improvement in conversion rates to surgery, avoiding patients being discharged at first appointment

Listening to you

NHS Wirral Clinical Commissioning Group (CCG) recognises that its communication and engagement with stakeholders and the wider Wirral population is integral to all its commissioning activity.

Our stakeholders are wide ranging, including patients currently using services and the wider Wirral community. We aim to be open, honest and transparent and to seek views from as many people as possible. We undertake stakeholder mapping on a regular basis to reach Wirral's diverse population and understand their needs.

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

All GP Practices in Wirral are members of the CCG. We undertake a variety of engagement activities with practices to encourage an open dialogue. This includes the CCG facilitating regular 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 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.

We recognise that the NHS is experiencing a period of rapid change, and here in Wirral we have integrated our NHS commissioning functions with Social Care and Public Health to form Wirral Health and Care Commissioning.

This gives us an opportunity to truly coordinate how we plan and commission services in Wirral. This is the first stage of a much wider programme to tell the people of Wirral how we will transform our local health and care services through our Healthy Wirral programme. This will form a major part of our communications and engagement activity



Plans for the Future

Towards the end of the 2019/20 year, the Coronavirus emerging from China began to have an impact across the country. Wirral was at the forefront of managing the pandemic response by hosting the repatriated UK citizens from China for their quarantine period on the Arrowe Park Hospital site.

Since then, the impact of the virus has been felt globally and our local response in Wirral has drawn on our already significant strength in partnership working between the NHS, Wirral Council and the Voluntary and Community Sector.

As a CCG we had to work quickly with our local providers to reconfigure services in response to national directives and we continue to do this as we not only deal with the ongoing pandemic response but also to restore vital NHS services to the people of Wirral.

The pandemic will continue to be a significant focus for the coming year but we will also continue our ongoing transformation of health and care services to achieve better outcomes for our local communities



Contact Us

This information is a summary of our Annual Report 2019/2020.

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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Both the Annual Report and Annual Report Summary can be found on our website www.wirralccg.nhs.uk