



Wirral Community  
Health and Care  
NHS Foundation Trust

# Five Year Organisational Strategy

**2022 - 2027**

SHAPING  
**OUR**  
FUTURE

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# Introduction

**Our vision is to be a population-health focused organisation specialising in supporting people to live independent and healthy lives.**



The last few years have shown the importance of maintaining safe, effective and high quality community health and care services.

Our new services, such as the community intermediate care centre and 2 hour, 7 day crisis response service reduce improve the care that we can make available in the right place at the right time and reduce unnecessary admissions.

Recovery from Covid-19 will take time and effort. We will work with partners across the Cheshire and Merseyside Integrated Care System (ICS) to do this effectively and safely. Alongside this, and building on the delivery of our previous strategy, we want to build and influence a health and care system that provides strong and sustainable community

health and care services, more equitable access and outcomes, and a better future for our populations.

In developing this strategy, we engaged extensively with our staff and partners, as well as understanding and reflecting the local and national direction.

Over the coming years, we expect a growing focus on holistic and proactive care, delivering the benefits of place-based working and Integrated Care Systems.

We recognise the crucial role we play in ensuring health inequalities are addressed, both through service delivery and how we support local employment and create opportunities for people in more deprived communities.

# Strategic alignment

**With approximately 2.5m residents, Cheshire and Merseyside Integrated Care System (ICS) is one of the largest ICS areas in England and Wirral Community Health and Care NHS Foundation Trust (WCHC) is proud to provide services in five of its nine Places.**

We offer a wide range of services for all ages, spanning planned, urgent, and intermediate care as well as public health and social care services.

Our 0-19, 0-19+ and 0-25 Services cover 43% of the Cheshire and Merseyside population.

We are an integrated organisation delivering adult social care services across Wirral on behalf of Wirral Council, alongside our NHS and public health contracts.



**Our strategy addresses Cheshire and Merseyside ICS's priority areas that relate to our organisation.**



Improve population health and healthcare.



Tackling health inequalities, improving outcomes and access to services.



Enhancing quality, productivity and value for money.



Helping the NHS to support broader social and economic development.

**Wirral is where we provide most services:**

We have mapped our strategy against the thematic priorities of the Wirral Plan (2021-26), the recommendations in Wirral's Public Health Annual Report (2020) and the principles agreed by the Healthy Wirral Partnership.

In developing 0-19, 0-19+ and 0-25 Services in Cheshire East, Knowsley and St Helens, we have similarly reviewed those areas' priorities, particularly for children and young people.

We will work closely with all Places to understand their priorities and how we can help them make a difference for local populations.



# Health inequalities

**We serve some of the most deprived areas of the country. The Covid-19 pandemic has held up a mirror to the existing health, economic and social inequalities in these places.**

Deprivation correlates to worse life chances, more years in poor health and means that people are more likely to have to make use of emergency healthcare, with worse outcomes.



## Wirral...

sees very significant health inequality, with an 11.5 year male life expectancy gap. Higher deprivation levels in Wirral wards, as with everywhere, correspond to lower life expectancy and affect people negatively throughout their lives.

## Knowsley...

is the second most deprived local authority in the country. Levels of deprivation in Kirkby are over double that of the England average. Over two fifths of Kirkby's children and older people are income deprived.

## In St Helens...

Approximately 30% of children live in poverty, with rates as high as 40% in some wards. There is a 10 year life expectancy gap between the most and least well off parts of St Helens.

## Cheshire East...

is a relatively affluent area compared to many other parts of Cheshire and Merseyside. It still has significant challenges in some specific areas: parts of Macclesfield and Crewe are in the 20% most deprived nationally, and six areas in Crewe are in the 10% most deprived.



# Inclusion

Getting it right for **everyone**

Our Inclusion and Health Inequalities Strategy describes how we will address these issues through our services and teams.

Improving population health means addressing the wider determinants of health, including people's finances, employment and housing.

Our focus on increasing the social value we deliver for our communities means we will play a full part in realising the potential of more integrated approaches to planning and delivering services. This pivotal role will help reduce health inequalities and support wider social development across Cheshire and Merseyside.



## SOCIAL VALUE QUALITY MARK



## SOCIAL VALUE QUALITY MARK



## LEVEL 1

# Holistic health and care

**A key strength of our Trust is how teams are able to support people at critical points through their entire lives, enabling them to start, live, age and die well. We provide universal services focused on wellness as well as specialist services, working at the heart of communities and across whole Place footprints in Cheshire and Merseyside.**

This means we can work with partners to improve all levels of population health through better understanding of places and communities. We will also be developing our locality teams to work more closely with communities and partner organisations.





**Over the life of this strategy, we will be focused on reaching from the individual to the whole community and wider economy, whilst being a great employer and building our digital capacity and innovation.**


Achieving this depends on the significant programmes of work and the approaches described in a range of our enabling strategies. These include strategies for Quality, People and Digital and our approach to improving Inclusion and reducing Health Inequalities. Key points from these four strategies are highlighted in this document.



Working with partners to deliver proactive population health management, reducing health inequalities.



Providing accessible, person-centred, efficient and high quality health and social care services, ensuring equity of access and outcomes.



As an Anchor Institution, adding social value through our approach to employment, procurement and sustainability to support stronger, healthier communities.

# Strategy engagement

**This five year strategy has purposely been developed through extensive engagement, both internally and with leaders from all sectors in Cheshire and Merseyside. We have listened and shaped our strategy around their insight and priorities for improvement.**

We identified many opportunities to innovate and further collaborate with sectors including education and local authority, as well as taking a coordinated approach to creating social value.



Other key areas of focus over the coming years will be developing best practice approaches to giving children and families the best start in life and building more integrated neighbourhood models of care, bringing primary, community and social care teams closer together.

## We will do this by:

- Looking along pathways from the resident's perspective, designing approaches that are more joined up and enabling teams to work most effectively together
- Putting greater focus on early intervention and working with other organisations, including education and social housing providers, investing in relationships and shared understanding
- Making better use of data to direct more proactive care; getting shared systems and processes right and empowering staff to continually improve them

How we will do this is described across our enabling organisational strategies and operational development plans.

# Operational development

**Over the life of this strategy, we will continue to improve our service offer to support people throughout their lives. Our areas of focus will be children and families, place-based teams, and intermediate and urgent care.**

This is fully aligned with the aspirations of the NHS Long Term Plan and strategy for community health services, as well as local plans. We will ensure financial sustainability and value for money so that we can continue investing in high quality care.



## Children and family services for improved life chances

‘Starting well’ is a critical part of a person’s life journey, creating the conditions for better health outcomes. We will continue to work with the families, children and young people of Wirral, Cheshire East, Knowsley and St Helens, delivering excellent services and supporting better life chances.

These services are a strategic priority for WCHC. Providing services for children and families in four of Cheshire and Merseyside’s nine Places means we are ideally placed to drive consistent best practice across the whole of the ICS footprint.

### We will:

- Develop integrated care models in partnership with other providers across Cheshire and Merseyside. We are ambitious to work together to provide better early help, better experiences of support and care, and improve young people’s life chances

## Integrated neighbourhood services, better coordinated care and population health management

Recognising the importance of place-based care and collaboration, over the coming years our locality model in Wirral will ensure more coordinated working with primary and community care partners.

This also helps an improved understanding and resourcing of community needs across our health and social care teams.

It will enable us to respond to the Core20 PLUS 5\* approach to addressing Health Inequalities and create better connections between teams and communities.



## Three Conversations

### We will:

- Implement locality teams in Wirral, with proactive population health management and care coordination that spans primary and community services, a better understanding of local health needs and resourcing that addresses local circumstances
- Build and implement a holistic model for prevention and management of long term health conditions, supporting Primary Care Networks (PCN) and locality working
- Continue to collaborate with NHS, local authority and Voluntary, Community Faith and Social Enterprise (VCFSE) partners so that people benefit from person-centred, well-coordinated care
- Take a risk-stratified approach to waiting list management

\* [www.england.nhs.uk/about/equality/equality-hub/core20plus5/](http://www.england.nhs.uk/about/equality/equality-hub/core20plus5/)

## Intermediate and urgent care that promotes independence and person-centred care closer to home

We are a system leader in intermediate care, spanning crisis response services and both home-based and ward-based rehabilitation. Rapidly evolving virtual ward models also support both the avoidance of hospital admission and earlier discharge.

We plan further developments in all these areas, building on the establishment of the Two Hour Crisis Response Service, Oximetry at Home and the Community Intermediate Care Centre (CICC).

This will maximise people's independence, providing person-centred care closer to home and improving people's quality of life. It also reduces demand on secondary care and long term social care services, supporting the wider health and care system.



### We will:

- Continue to expand our 2 hour Urgent Community Response (UCR) service offer for admissions avoidance, alongside a 2 day response for community rehabilitation
- Continue to deliver and grow virtual ward and technology-enabled care models with partners
- Develop our Home First service so that all people needing long term assessments after a hospital stay have this whilst being supported at home
- Optimise our current bed-based Community Intermediate Care Centre (CICC) to improve capacity and people's outcomes
- Develop our Single Point of Access into a Transfer of Care Hub
- Implement a single front door model for urgent treatment and A&E as part of Wirral's urgent and emergency care services

# Quality and innovation

**Having reflected on all that we have learned through the pandemic, our quality and innovation ambitions are more ambitious than ever before.**

Quality remains at the heart of our organisation and, over the life of this strategy, we will stretch ourselves even further by not only maintaining a focus on quality and safety, but by taking a population health approach and striving every day to create more equitable outcomes for the people we serve.

We will ensure that we use our limited resources efficiently and sustainably. We will shift from a traditional approach to improving quality to one of assertive, proactive action with people and communities inspiring and leading care developments.



## Our three Quality Ambitions are:

1

Safe care and support every time - continuously nurturing a positive safety culture across the system, promoting safety, wellbeing and psychological safety.

2

People and communities leading care - ensuring we hear from all voices, involving people as active partners in their wellbeing and safety, and promoting independence and choice through collaboration and co-design.

3

Groundbreaking innovation and research - nurturing an improvement culture and achieving systemic scale and sustainability of developments and innovations.

These ambitions will move our care beyond current boundaries and will improve quality of life for the people we serve. They are supported by our Quality Cycle which provides a clear and systematic process for connecting our three ambitions and providing a framework for continuous improvement.

## We will ensure:

- **Safe care and support every time by:** embedding a framework for system-wide learning, using data to drive improvement and facilitate community based initiatives to promote wellbeing and independence
- **People and communities lead care development in partnership by:** embedding inequalities data collection, establishing processes for systematically hearing from people and communities and co-production of care pathways
- **Groundbreaking innovation and research by:** developing a sustainable workforce to lead innovation and research, establishing an innovation hub and building a strong innovation and research portfolio



Safe



Engaged



Effective



# Inclusion

**Health inequalities lead to people experiencing systematic, unfair, and avoidable differences in their health, the care they receive and their opportunities to lead healthy lives.**

A lot can and is being done by working as a health and social care system to operate at a population level and impact positively on some of these wider determinants of health. We play a significant role in the system and will continue to work with partners to maximise our impact across Cheshire and Merseyside to ensure that we are tackling these wider determinants in a joined up and coordinated way within the new Integrated Care System (ICS) structures.

We will also further develop a diverse workforce who feel valued and supported, embedding our Trust values of **Compassion, Open and Trust**. A valued and supported workforce provides better care.

**Inclusion**  
Getting it right for everyone



**Our Inclusion and Health Inequalities Strategy takes account of the Core20 PLUS 5 model and describes how we will tackle inequalities. Our three Inclusion Ambitions are:**

1

Remove barriers to access - ensuring our approach meets the needs of individuals, ensuring equitable access to care and employment for all

2

Focus on barriers to care - ensuring that everyone's experience of the Trust and its services is positive, inclusive and reflects our values of 'Compassion, Open and Trust'

3

Improve outcomes for everyone - focussing our efforts on reducing inequalities in outcomes for people with protected characteristics and those who live in our most disadvantaged areas



## We will:

- **Remove barriers to access by:** embedding a system for improving data collection as standard, developing the Equality, Diversity and Inclusion (EDI) skills and knowledge of our workforce and, taking positive action to drive workforce diversity
- **Focus on the experience of care by:** collaborating and co-designing services and pathways to improve inclusivity, using data to better understand inequalities and developing a culture of inclusiveness and empower positive allyship
- **Improve outcomes for everyone by:** focussing on our population health impact using Core20 PLUS 5 principles, maximising our social value through local purchasing and employment and delivering effective, intelligence-led preventive programmes focused on improving outcomes



# People

**We are committed to creating and sustaining a working environment where our staff feel well looked after, have a real sense of belonging and are supported to work to their full potential.**

Our People Strategy is aligned with the NHS People Plan and NHS People Promise. There are four key drivers in the national People Plan which we have adapted to reflect what matters to our staff and Trust:



**Looking after our people**



**Culture and belonging**



**Growing for the future**



**New ways of delivering care**





Delivering this plan will mean that staff feel the Trust is a great place to work and choose to work with us because we are renowned for our excellence and living our values. This means practising a restorative culture, being inclusive and championing innovation.

Leaders at all levels will improve the staff experience by supporting the health and wellbeing of their staff and demonstrating compassionate leadership. Staff will feel engaged, motivated, and skilled to do their job and we will support our people to fulfil their ambition and potential.

We will deploy the right numbers of staff with the relevant skills to meet demand and the ability to flex staff to meet population health needs at local and system level. Our workforce will be more diverse and representative of our population/footprint. We will fully develop our digital capability so that our staff can make best use of technology to optimise support to our patients and service users.

## We will:

- Train and develop managers to fully and compassionately support the well-being of their staff
- Improve the employee experience and our brand as an employer which will include a refreshed approach to staff engagement at all levels
- Develop and embed a Restorative, Just and Learning Culture where staff can bring their true selves to work and speak up, challenge, contribute and innovate in a psychologically safe environment
- Build strong leadership and management capability through our Leadership Qualities Framework (LQF) to ensure leaders role-model our values and behaviours
- Provide career progression opportunities and enhance staff skills, knowledge and experience through experiential and formal learning and development
- Ensure our workforce planning meets future needs, creating sustainable workforce, growing talent, and maximising our role as an Anchor Institution

# Digital

**We accelerated our digital ambitions during the Covid-19 pandemic. This period highlighted the importance of using data to understand and address population health needs, support staff to work in agile ways and communicate with patients and service users in ways that meet their needs.**

Our Digital Strategy is aligned with national and Cheshire and Merseyside priorities and describes this work in more detail.



## Investment in infrastructure and systems

It is crucial to ensure staff have the right tools and equipment for the job wherever they are, improving decision-making, and so quality and safety of care. We will further enable working 'on the go' and rationalise systems to improve efficiency and decommission systems that are not able to meet current operating standards for security and interoperability.

## Digital tools for access and independence

Realising the benefits of digital communication and technology-enabled care will create a step-change improvement in people's care and ability to manage independently, both in their own homes within the community or in specialist settings. In doing this, we must ensure that digital inclusion is considered at every step.

## Data and predictive analytics

There is great insight available from the vast amounts of data available across the health and care system to support planning and providing better services. Providers will face fewer barriers to integrating and using secure health information to manage health resources and improve patient and service user care.



## A digital first culture as 'Business as Usual'

Developing a digital first culture within the Trust will ensure that staff have the skills and are empowered to lead innovation. This culture shift is core to our People Strategy.

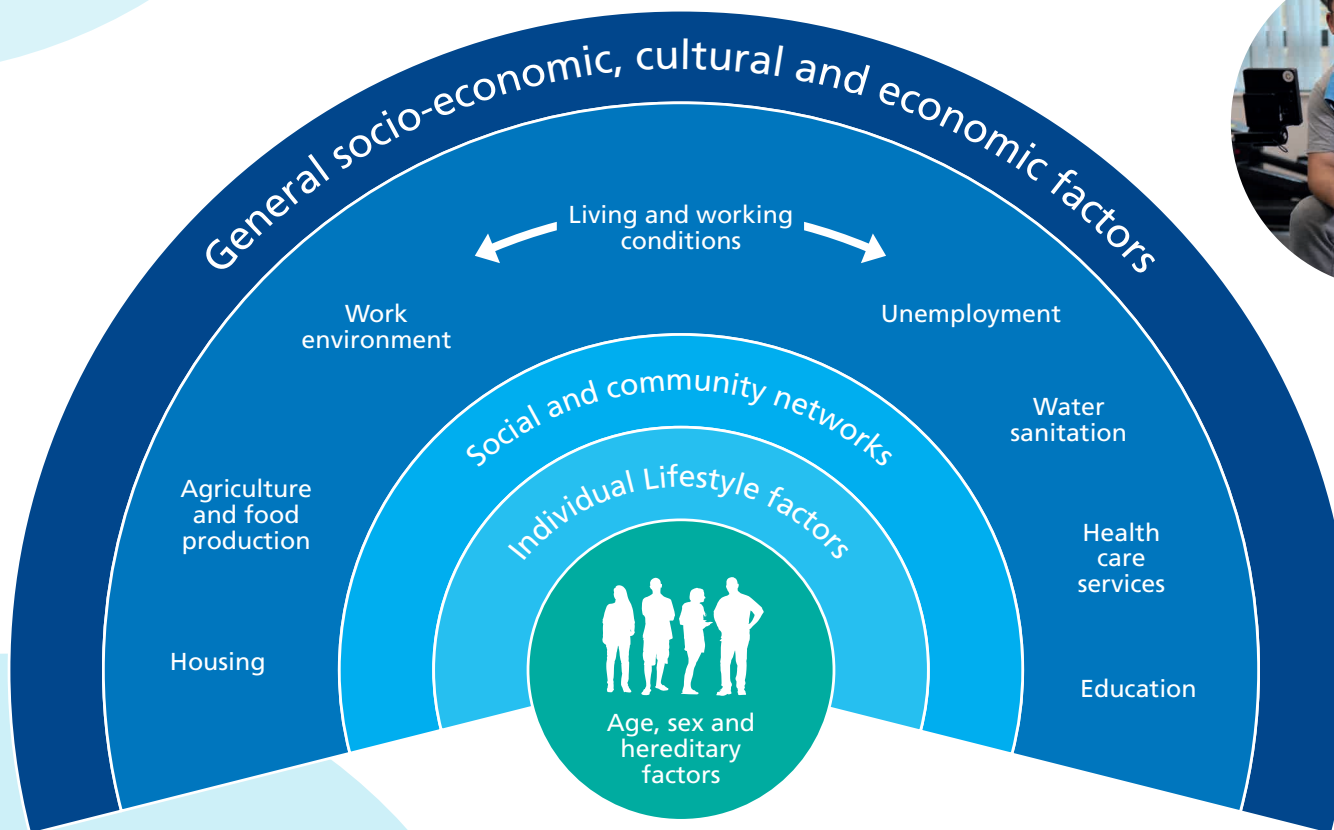
### We will:

- Build on our IT core, ensure cyber security and move towards cloud based infrastructure
- Complete Electronic Health Record (EHR) future state design and implementation
- Define and embed a strategic model for remote and assistive care
- Develop use cases, review existing resources / tools for business intelligence and data analytics at place level
- Ensure that staff are supported to develop the necessary digital skills and are empowered to lead innovation



# Social value and partnerships

We aspire to provide exceptional care, but that on its own is not enough. Living a good, independent and healthy life is dependent on many factors beyond the quality of NHS services.



The Dahlgren-Whitehead Rainbow Model



As an Anchor Institution, embedded in our communities, we have an important role in creating the environment in which people can live well for as long as possible. The value we can create as an organisation, beyond the crucial services we provide, is our 'social value'.

We were proud to be recognised in 2021/22 as the first NHS organisation in the country to achieve the Social Value Quality Mark, level 1, awarded in recognition of our commitment to research, measure and report Social Impact and Value.

We are working with colleagues across and beyond our Trust to make Social Value a core part of our organisational data collection and decision-making.

Helping the NHS to support broader social and economic development is a priority within Cheshire and Merseyside, and nationally. We are a large employer of local people and a big buyer of goods and services. How we approach these things has a significant impact on the wider determinants of health, giving people life chances through employment and supporting economic wellbeing.



## We will:

- Expanding and delivering our social value agenda with a focus on employment and procurement
- Deliver the Trust Green Plan, improving processes for the effective management of the Trust's environmental impacts, increasing employee engagement and reducing direct carbon emissions throughout the Trust's value chain
- Collaborate with local partners to improve health outcomes through increasing social value



# Strategic objectives and goals

## Our Vision

*To be a population-health focused organisation specialising in supporting people to live independent and healthy lives.*

## Our Objectives

### Populations

**We will:**

Support our populations to thrive by optimising wellbeing and independence.

### People

**We will:**

Support our people to create a place where they are proud and excited to work.

### Place

**We will:**

Deliver sustainable health and care services within our communities enabling the creation of healthy places.

## Our Goals

- Safe care and support every time
- People and communities guiding care
- Groundbreaking innovation and research

- Improve the wellbeing of our employees
- Better employee experience to attract and retain talent
- Grow, develop and realise employee potential

- Improve the health of our populations and actively contribute to tackle health inequalities
- Increase our social value offer as an Anchor Institution
- Make most efficient use of resources to ensure value for money



Our Common Purpose:

# *Together...*

we will support you and your community to live well.

## *Compassion*

Supportive and caring, listening to others.

## *Open*

Communicating openly, honestly and sharing ideas.

## *Trust*

Trusted to deliver, feeling valued and safe.





# Together...

we will support you and your  
community to live well.

Wirral Community Health and Care NHS Foundation Trust 2021

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