

**Cheshire and  
Merseyside**  
Health and Care Partnership



# **Improving Health and Wellbeing in Cheshire and Merseyside**

## **Strategy 2021-2025**

# Introduction

The NHS Long Term Plan published in 2019 called for health and care to be more joined up locally to meet people’s needs. Since then, ICSs (Integrated Care Systems) have developed across England as a vehicle for the NHS to work in partnership with local councils and other key stakeholders to take collective responsibility for improving the health and wellbeing of the population, co-ordinating services together and managing resources collectively. Cheshire and Merseyside was designated an ICS by NHS England in April 2021.

Cheshire and Merseyside is one of the largest ICSs with a population of 2.6

million people living across a large and diverse geographical footprint. The ICS brings together nine ‘Places’ coterminous with individual local authority boundaries, 19 NHS Provider Trusts and 51 Primary Care Networks. There are many underlying population health challenges in the region; for example in Liverpool City Region 44% of the population live in the top 20% most deprived areas in England, 26% children (0-15 years) live in poverty and compared to England average, the region performs significantly worse for premature cancer, Cardiovascular disease (CVD) and respiratory deaths.



Whilst the levels of deprivation are not as high in Cheshire, there are stark pockets of deprivation and health outcomes for some long-term conditions, and alcohol and self-harm are worse than the England average. Demand for health and care services in the region is very high and growing (exacerbated by the impact of the Coronavirus pandemic). Our services are not sustainable without a different approach in how we work together, and a shift in focus away from the treatment of illness to one of prevention and wellbeing.

Equality, diversity and inclusion is part of everything we do and we have made a series of pledges to address race equality. After an extensive project to gain insight into our ethnic communities we now have a deeper understanding of them and their **2** needs. This will inform our decisions and developments.

# Our Vision



We want everyone in Cheshire and Merseyside to have a great start in life, and get the support they need to stay healthy and live longer.

# Our Mission

We will tackle health inequalities and improve the lives of the poorest fastest. We believe we can do this best by working in partnership.



In the pages that follow, we set out our strategic objectives and associated aspirations that will enable us to achieve our vision and mission over the next five years. They are derived from NHS England’s stated purpose for ICSs and joint working with our partners to identify the key areas for focus if we are to reduce health inequalities and improve lives.

# Our Strategic objectives



Improve population health and healthcare



Tackling health inequality, improving outcomes and access to services



Enhancing quality, productivity and value for money



Helping the NHS to support broader social and economic development.

# Our Partners

## Local Authorities



## Clinical commissioning groups (CCGs)



- Cheshire
- Halton
- Knowsley
- Liverpool
- St Helens
- South Sefton
- Southport and Formby
- Warrington
- Wirral

## Providers



- Alder Hey Children's NHS Foundation Trust
- Bridgewater Community Healthcare NHS Foundation Trust
- Countess Of Chester Hospital NHS Foundation Trust
- Cheshire and Wirral Partnership NHS Foundation Trust
- Clatterbridge Cancer Centre NHS Foundation Trust
- East Cheshire NHS Trust
- Liverpool Heart and Chest Hospital NHS Foundation Trust
- Liverpool University Hospitals NHS Foundation Trust
- Liverpool Women's Hospital NHS Foundation Trust
- Mersey Care NHS Foundation Trust
- Mid-Cheshire Hospital NHS Foundation Trust
- St Helens and Knowsley Teaching Hospitals NHS Trust
- Southport and Ormskirk Hospital NHS Trust
- The Walton Centre NHS Foundation Trust
- Wirral University Teaching Hospital NHS Foundation Trust
- Wirral Community NHS Foundation Trust
- Warrington and Halton Hospitals NHS Foundation Trust



- North West Ambulance Service NHS Trust

## Voluntary sector organisations



- Voluntary Sector North West
- Healthwatch



# Identifying Our Five Year Aspirations

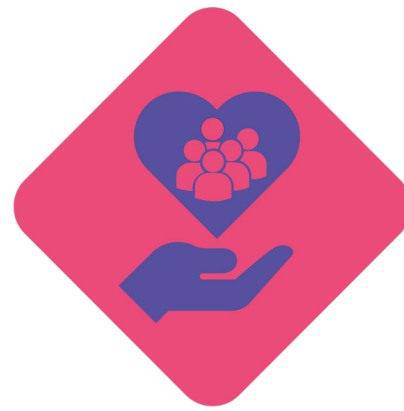
Prior to the Coronavirus Pandemic, we engaged extensively across our partnership to understand the key health and wellbeing issues that are;



**Common to our  
nine places**



**Supported by  
population health  
data**



**Relevant to the  
Long Term Plan**

We wanted to understand the big issues we need to address to improve health and reverse the widening gaps in life expectancy between the poorest and wealthiest in our population. Stroke, suicide, alcohol related harm and death from violent crime were all identified for targeted whole system action, together with better access to services (eg cancer) in deprived communities.

Since the review, the Coronavirus Pandemic has presented the biggest challenge for population health since the NHS was created and we know that it has hit our most vulnerable communities hardest. If we do not tackle the impact of COVID there is a real risk of an irreversible deepening of poverty and health inequity across Cheshire and Merseyside. Therefore, our aspirations also focus on addressing the issues most affected by the pandemic.

# Strategic Objective 1

## Improve population health and healthcare



### Five Year Aspirations:

We will:

- Reduce deaths from cardiovascular disease, suicide and domestic abuse
- Reduce levels of obesity
- Reduce harm from alcohol
- Provide high quality, safe services
- Provide support to all those experiencing 'long covid'
- Provide integrated, high quality, mental health and wellbeing services for all people requiring support from low levels of intervention to crisis management and inpatient care.
- Underpin improvements in health and healthcare with Research and Innovation by supporting collaboration between Cheshire and Merseyside academic partners, and making them a key part of our ICS health and care partnership.



# Strategic Objective 2

## Tackling Unequal Outcomes and Access



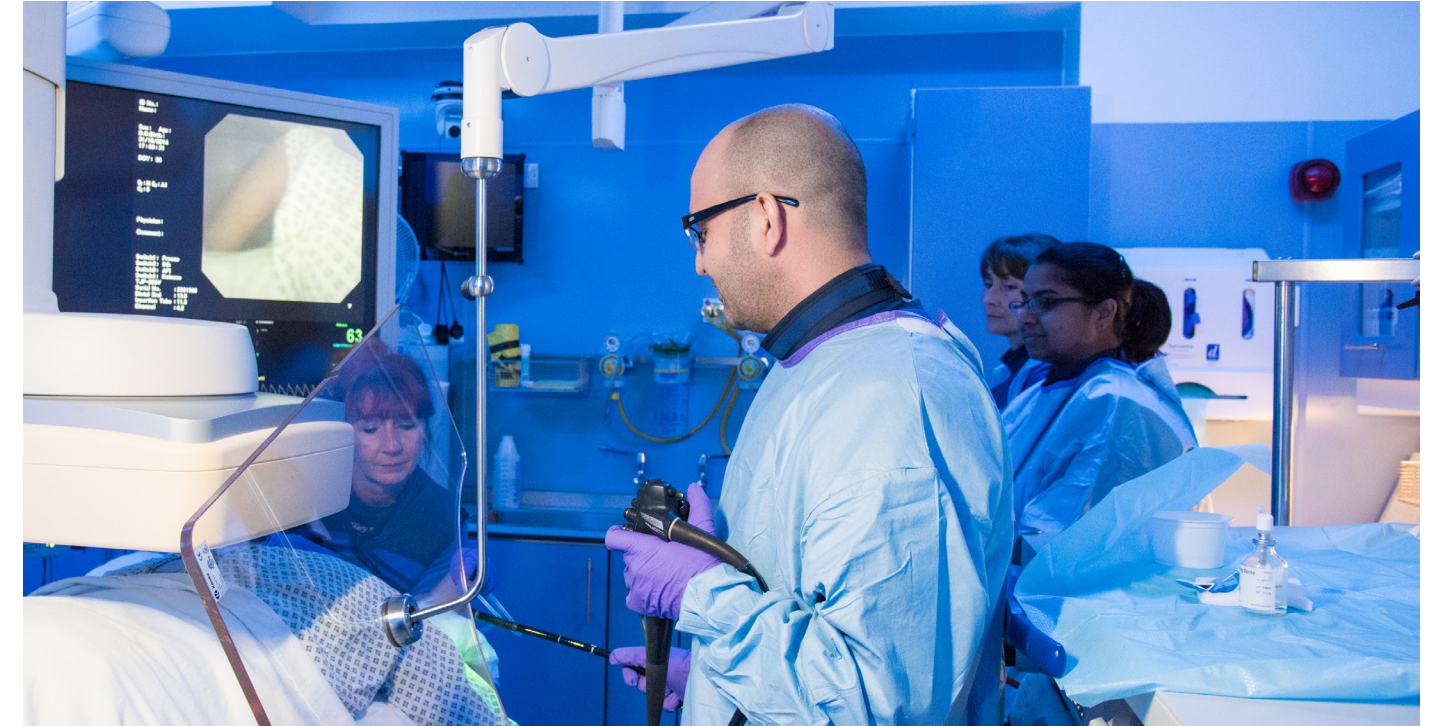
### Five Year Aspirations:

We will:

- Develop Integrated Care Partnerships in all nine places. They will support communities and individuals to be 'resilient and healthy' and access appropriate, timely support within their communities. Health and Wellbeing Boards are integral to our places and provide strategic oversight for local effectiveness. ICPs will link with Health and Wellbeing Boards and work in Place to tackle the wider socio-economic causes of poor health and inequality.
- Establish Provider Collaboratives (system wide and at Place) who will work together to reduce variation in access to services (for all our residents), reduce long waiting times and improve quality of healthcare, alongside rapid recovery of healthcare services as the pandemic eases.
- Implement a system of population health measurement that will enable us to target and tackle our key challenges in our most vulnerable communities. This will help us:
  1. Reduce the life expectancy gap in the most deprived communities, in children and those with mental health conditions and help people live extra years in good health.
  2. Improve early diagnosis, treatment and outcome rates for cancer
  3. Improve waiting times for children and adult mental health services
  4. Target those with chronic diseases so they access services especially those in our most deprived areas.
  5. Reduce the impact of poor health and deprivation on educational achievement.

# Strategic Objective 3

## Enhancing productivity and value for money



### Five Year Aspirations:

We will:

- Prioritise making greater resources available to prevention and well-being services
- Plan, design and deliver services at scale (where appropriate) to drive better quality, improved effectiveness and efficiency
- Maximise opportunities to reduce costs by procuring and collaborating on corporate functions at scale
- Develop whole system plans to address workforce shortages and maximise collaborative workforce opportunities
- Secure value for money
- Achieve financial balance across the ICS
- Develop a whole system Estates Strategy.



# Strategic Objective 4

## Helping the NHS to support broader social and economic development



### Five Year Aspirations:

We will:

- Embed a commitment to social value in all our partner organisations
- Establish the NHS as a key Anchor institution in Cheshire and Merseyside, offering significant employment opportunities for local people
- ICS will be involved in regional initiatives to develop economy and support communities in Cheshire and Merseyside
- Develop a programme in schools to support mental wellbeing of young people and inspire a career in health and social care
- Work with Local Economic Partnerships to connect the NHS and our partners with business and enterprise.

# Achieving our Objectives & Aspirations

Partnership is key, and working together, our ultimate goal is to improve the health and wellbeing of the population ensuring there is high quality, joined up care as close to people’s homes as possible. Drawing on the expertise and resources available in our voluntary sector, and with the support of our local politicians, local authorities, businesses, schools and other key stakeholders, we can secure the economic growth needed to positively impact on health and wellbeing. We know that achieving our ambitions will be much harder because of Covid-19, but that has also shown that together, we are better. Our learning from the pandemic response will enhance our ability to serve our communities, especially our most vulnerable residents.

‘Place’ – the primacy of place is absolute and the nine local areas in our system are the key to our aspirations. Each of our nine Places will form an integrated local partnership (ICP) linked closely with Health and Wellbeing Boards, to deliver on their own local plans, and support work across Cheshire and Merseyside. The focus in each Place will be on health inequalities, outcomes and access, and partners will collaborate to ensure a high standard of care locally and strategies to address inequalities. These nine Integrated Care Partnerships (ICPs) will connect the NHS and health, care and prevention services to local businesses, schools, housing, police, fire and other partners to support local work on economic development and community safety and resilience.

Our NHS and third sector providers will also work collaboratively to deliver joined up care focusing on equal access for our most deprived communities. Transformation programmes, including national programmes linked to the NHS Long Term Plan, will support delivery of our aspirations and we will work closely with local academic partners to ensure our approaches are evidenced based and can demonstrate impact.

Many Local Authority partners have signed up to the Marmot Community approach to improving population health and we will work with this framework and with other public health specialists and local population health academics so our mission to improve the lives of the poorest fastest is realised. Health and wellbeing for individuals is much more than the absence of disease and the NHS alone can’t address or fix this. We must build a healthy society with resilient communities and our commitment is to work in partnership to achieve this.

## Key Enablers:

Below are some of the key enablers to help us meet our objectives and aspirations. Legislative change during 2021-22 will facilitate integration and collaboration within ICSs and reduce competition and regulation that currently 'blocks' some elements of partnership working. These changes will support us to work effectively as a system and within each Place for better healthcare and improved population health within our finite resources.

1

Digital Transformation: we will have a robust digital transformation strategy to build on the digital innovation achieved during the pandemic and implement a shared care record across Cheshire and Merseyside.

Population Health Platform: we will build on and embed the use of real time population health data and analytics at both system level and Place to drive the focus on population health and care strategies.

2

3

Provider Collaboratives: we will establish provider collaboratives to ensure consistent high quality standards across our NHS providers. Our hospitals, mental health and community service providers will work together to address waiting times and access.

4

Place Based Integrated Care Partnerships: Each of our nine places will have effective ICPs to ensure local services (primary care, social care, community & mental health) are joined up and supporting people to manage their own wellbeing.

5

Strategic Workforce Planning: As an ICS we will secure a whole system overview of workforce challenges across all sectors and implement strategies to ensure we are growing and supporting the workforce of the future, Cheshire and Merseyside will be a great, innovative place to work.

6

Service design & transformation: we will change the way we design and transform (commission) services where the approach focuses on improved outcomes and great health care across the population and addresses unwarranted variation. Our transformation programmes will support and influence how we design services.

7

Research & Innovation: we will utilise the strength of our academic and innovation partners to embed a culture of learning, research and innovation across the system.

8

Communication & Engagement: we will communicate effectively and inclusively with all our partners and the public and we will engage and co-produce services with our local population. We will use the insight gained from 'Getting Under the Skin' to help us reach specific, seldom heard groups.

## Next Steps

Across Cheshire and Merseyside there are high indices of deprivation, significant complexity amongst our population and deeply rooted inequalities of access and outcomes. As part of our journey to become an ICS we have built strong partnerships and there is now system-wide recognition and will for a step change in how we work together and integrate services. We will use our Vision, Mission, Strategic Objectives and Aspirations to underpin all our work, including engagement with local people. Our next step is to develop metrics for each of our aspirations so that progress can be properly monitored with oversight through our Partnership Board, which includes elected members to ensure democratic accountability.



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