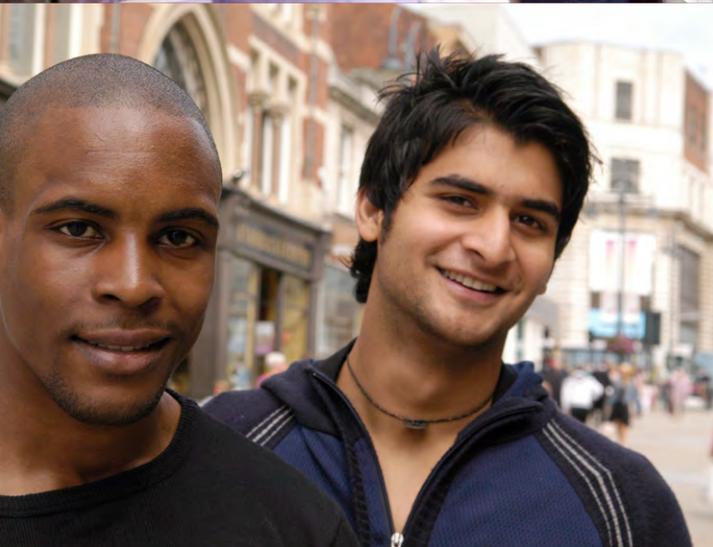




# Cheshire & Merseyside Sustainability and Transformation Plan

**People and Services Fit for the Future**



# The Challenge for the NHS

As a nation we are fortunate to have a National Health Service that is free at the point of care, delivering world class services.

However, we also know that the NHS is facing some big challenges and there are clear signs that it needs to adapt and change if it is to be fit for the future.



While on a day-to-day basis most areas are running well, we are seeing pressures in areas such as hospital care, A&E, mental health and GP services. Some of this is being experienced in longer waiting times and variable quality of care.

There are several reasons why the NHS is under pressure:

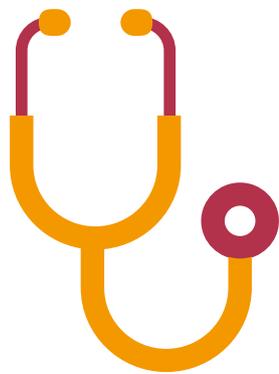
- People are living longer, but not always healthier, lives;
- Care is not always joined up for patients, especially for the frail elderly and those with complex needs. As a result, too many people do not get the right care in their homes or community, which creates an over-reliance on hospital services;
- We need to do more to support children, young people and adults effectively with their mental health challenges;
- At the same time, there is enormous pressure on health and social care budgets.

There is also a growing financial challenge. The NHS will continue to receive a small year on year increase over the next five years, but this is not keeping pace with increasing costs and increasing demand for services. If we do nothing, the NHS faces a £30 billion funding gap by 2021. For Cheshire & Merseyside our share of this funding gap is £908m.

We know that these issues require us to think more radically about how best to address the problems we face together otherwise we will fail to support the needs of our communities into the future.

In 2014, NHS England published a document entitled *The Five Year Forward View (FYFV)*, which identified three priorities for the NHS to focus on in order to improve services and the health of our country:

- 1. health and wellbeing** – supporting people to stay well
- 2. quality of care** – providing good services consistently wherever you live
- 3. NHS finances** – maximising efficiency and reducing duplication in services.



# FIVE YEAR FORWARD VIEW

# Cheshire & Merseyside in Partnership



# 2.5

million  
people



# 30

*NHS*  
organisations



# 9

local  
authorities

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Although the NHS is a national public service it is made up of hundreds of organisations, including hospitals, community services, clinical commissioning groups and specialist services. In addition, public health and social care are the responsibility of local authorities who work in collaboration with the NHS. Community and voluntary organisations also provide a great deal of support to complete this picture. It's clear that the scale of the challenge is too big to be resolved by organisations making changes in isolation.

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For this reason NHS England has established 44 Sustainability and Transformation (STP) 'footprints' across the country, bringing together NHS organisations, local authorities and other partners to work together to deliver the priorities from the NHS Five year Forward View, by developing new ideas and proposals to improve health, improve quality and to ensure that the NHS remains financially sound. This is being backed up by additional investment over the next five years, above existing NHS budgets, to address these challenges.

NHS organisations and local authorities across Cheshire & Merseyside are working together to develop ideas and proposals to share with the public about how we can address our challenges and come up with the right solutions. These ideas have come together in the Cheshire and Merseyside Sustainability and Transformation Plan (STP).

Cheshire and Merseyside is a diverse region; with urban areas that have higher levels of poor health and a greater concentration of hospital services, alongside towns and rural areas that have different challenges, including physical access to services.

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*The role of the Sustainability and Transformation Plan (STP) for Cheshire and Merseyside is to co-ordinate our efforts, ensuring we promote the best ideas and expertise to provide for the needs of the whole region now and into the future.*

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**Louise Shepherd**

Lead for the Cheshire and Merseyside STP and Chief Executive of Alder Hey Children's NHS Foundation Trust

# Our Priorities

NHS organisations and local authorities have been working together for the last few months, looking at examples of good practice and improvements that have delivered good results elsewhere.

Our core purpose is to ensure that the people of Merseyside and Cheshire continue to have access to safe, good quality and sustainable services, which also means making the best use of the funding we will receive over the next five years.



Ideas and proposals have come together in the Cheshire and Merseyside Sustainability and Transformation Plan (STP), which has four main priorities:

- 1. Support for people to live better quality lives by actively promoting what we know will have a positive effect on health and wellbeing.** The way we live now is having a negative impact on our health and putting pressure on services. Alcohol, smoking, poor diet and inactivity are increasing demands on the NHS. We have to change this.
- 2. The NHS working together with partners in local government and the voluntary sector to develop joined up care,** with more of that care offered outside of hospitals to give people the support they really need when and where they need it.
- 3. Designing hospital services to meet modern clinical standards and reducing variation in quality;** people should be confident that they will receive similarly high standards of hospital care regardless of where they live.
- 4. Becoming more efficient by reducing costs, maximising value and using the latest technology;** reducing unnecessary costs in managerial and administrative areas, maximising the value of our clinical support services and adopting innovative new ways

of working, including sharing electronic information across all parts of the health and care system.

## Improving Health and Wellbeing

We want to see significant improvements in the health and wellbeing of people living in Cheshire and Merseyside. We want people to be better informed and empowered to make positive lifestyle choices and we want to do more to prevent illness. If we can support people to stay well for longer we will be able to improve quality of life and reduce reliance on the NHS.

The plan identifies three Cheshire and Merseyside-wide projects, that will support reductions in alcohol abuse, blood pressure and antimicrobial resistance.

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*There is a strong health and business case for investing in schemes to prevent people becoming ill. This is the most effective way to make the NHS sustainable in the longer term*

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For example, tackling high blood pressure is about encouraging more people to have checks, not only in traditional ways such as through their GPs, but also in everyday places in communities, including pharmacies. If we increase awareness and checks we can intervene to support the thousands of people who have undiagnosed high blood pressure, which often has no symptoms, and avoid deaths and instances of stroke and heart disease.

Not only will these three schemes improve health, they will also reduce reliance on the NHS.



**Eileen O'Meara**  
Director of Public  
Health, Halton

## Better Care Outside of Hospital

One of the most far-reaching areas of change we could make is to establish integrated services for better care in our communities. In practice, this is about different parts of the NHS and social care services working together seamlessly with a better focus on people's needs.

For example, in our communities GPs will work in integrated teams with hospital specialists, district nurses, mental health workers and social workers to improve care for people with long-term conditions such as diabetes, elderly people who are frail or children and adults with very specific needs. If we do this effectively we will keep more people well, improve quality of life and have fewer people needing to be admitted to hospital.



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*Offering good services closer to home will improve care for the most vulnerable in our communities and reduce admissions to hospital. This is good for patients and for the NHS.*

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**Jerry Hawker**

Accountable Officer, NHS  
Eastern Cheshire Clinical  
Commissioning Group

## Improving Hospital Services

Across Cheshire and Merseyside we will undertake a review of clinical services across all our hospitals to identify where there are variations in quality and to look at how we can establish consistently high clinical standards. Our plans for hospital services will lead to greater collaboration and sharing of expertise and resources. The work to review variation and standards is at a very early stage and will take some further time to deliver impact.

In reviewing hospital services, we will be open about the issues we face that may lead to proposals to change how and where some hospital services are delivered.



For example, there is evidence that for some specialist areas, such as stroke services, it is better to concentrate care in fewer centres as we know that this will improve outcomes for patients.

We also have a shortage of doctors and nurses in some specialties, such as urgent and emergency care, which are making it difficult to provide good quality services in every hospital.

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*We will establish consistently high clinical standards in all Cheshire and Merseyside hospitals, so people can trust that services will be good regardless of their postcode.*

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**Dr Simon Constable**

Medical Director,  
Warrington and Halton  
Hospitals NHS  
Foundation Trust

## Better, More Efficient Care

We will also look for new opportunities to reduce costs and duplication, whilst at the same time improving care and access to services.

Reducing costs is a big driver for looking at our administrative and clinical support services, but there are also opportunities in clinical support services to improve standards and access in areas such as radiology, pharmacy and pathology. For example, hospitals each invest in expensive equipment such as scanners. As demand continues to increase there are opportunities to better share these resources across hospitals so that resources are being used optimally before we consider investing in new equipment.

When it comes to administrative support, our principle is to share resources across organisations, where this makes sense, in areas such as finance, human resources and IT, to achieve maximum efficiency.

The four main priorities set out in the Cheshire and Merseyside STP are supported by eight clinical programmes looking to improve the way we deliver:



Neuroscience



Cardiovascular disease



Learning disabilities



Urgent Care



Cancer



Mental Health



Women's and Children's



Primary care (GP services)



*We want every penny of NHS funding to be used effectively; there are opportunities to re-shape management and administrative support to reduce costs and maximise investment in patient-facing services.*



**Tracy Bullock**

Chief Executive,  
Mid-Cheshire Hospitals NHS  
Foundation Trust





## Local Delivery Systems across Cheshire and Merseyside

For some of our ideas it clearly makes sense to deliver them across the whole region. However, due to the diversity of Cheshire & Merseyside, we are also working in three smaller partnerships called Local Delivery Systems (LDS) – North Mersey; the Alliance and Cheshire & Wirral. All three local delivery systems will deliver the same four key priorities set out in the Cheshire and Merseyside plan. However, each local plan may tailor the way these priorities are delivered to reflect the particular needs of each area and the local health and care system.

All three local delivery systems will deliver the same four key priorities set out in the Cheshire and Merseyside plan. Each of the Local Delivery Systems are at a different stage in their thinking. For example, plans to transform services have been in development for some time through programmes such as Healthy Liverpool or Caring Together in Eastern Cheshire. For the other areas where partners have been collaborating for a shorter time, ideas are at an earlier stage. This means that there will be opportunities at a very early stage for people to give their views and to get involved in shaping proposals.

Number	Organisation
01	The Walton Centre NHS Foundation Trust
02	Southport and Ormskirk Hospitals Trust
03	Alder Hey Children’s NHS Foundation Trust
04	Liverpool Heart and Chest Hospital NHS Foundation Trust
05	The Royal Liverpool & Broadgreen University Hospitals NHS Trust
06	Bridgewater Community Healthcare NHS Foundation Trust
07	Aintree University Hospitals NHS Foundation Trust
08	Liverpool Community Health NHS Trust
09	Clatterbridge Cancer Centre NHS Foundation Trust
10	Wirral Community NHS Foundation Trust
11	Wirral University Teaching Hospital NHS Foundation Trust

Number	Organisation
12	Liverpool Women’s Hospital NHS Foundation Trust
13	Mersey Care NHS Foundation Trust
14	North West Ambulance Service NHS Trust
15	Warrington and Halton NHS Foundation Trust
16	East Cheshire NHS Trust
17	Cheshire and Wirral Partnership NHS Foundation Trust
18	Countess of Chester NHS Foundation Trust
19	5-Boroughs Partnership NHS Foundation Trust
20	Mid-Cheshire Hospital NHS Foundation Trust
21	St Helens and Knowsley Hospitals Trust



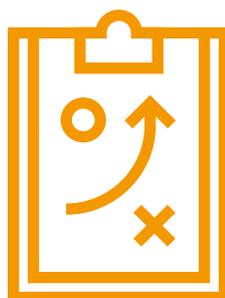
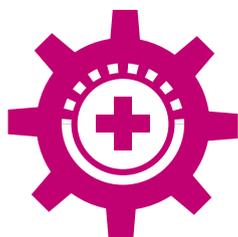
# Overview of Local Delivery System Plans

## The Alliance: Warrington, Halton, St Helens and Knowsley

The work of the Alliance is at a very early stage of developing ideas to ensure local health services are sustainable and fit for the future.

The plans build upon ideas and developments already happening at local level, with local people. For example, in Warrington, GPs are already working together in 'clusters' to provide more services at GP practice level and in Halton, Wellbeing Practices have been in place for some time and are helping people to become healthier.

As ideas develop into plans we will be asking local people, staff and others for their feedback. Any proposals to change services will be consulted on at a local level, but this won't be until we have worked plans up further in 2017.



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*The ideas and proposals detailed in the Alliance plan, are just that; 'ideas' that build upon developments already happening at local level. Whilst existing plans go some way to meet the challenges, we really do need to do more by working together to achieve better health and making sure that people receive the best possible care in the right place at the right time.*

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**Simon Banks**

Accountable  
Officer, NHS  
Halton CCG

## Cheshire and Wirral LDS

Cheshire and Wirral LDS are also in the early stages of developing ideas to transform health services across this footprint. They have identified priorities for making their health care system sustainable now and in the future and have created collaborative, digital initiatives like the Cheshire and Wirral Care Records.

Cheshire and Wirral will continue to engage with local communities and consult on any major service changes, if they happen, later in 2017.



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*Cheshire and Wirral LDS are developing ideas to transform health services, building upon existing programmes including Caring Together, Healthy Wirral, The West Cheshire Way and Connecting Care. We have clear priorities for a health care system that is sustainable now and into the future and we will continue to engage with local communities about the best way forward.*

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**Jonathan Develing**

Senior Responsible Officer for the Cheshire and Wirral LDS

## North Mersey LDS

The North Mersey LDS serves the populations of Liverpool, Sefton, and Knowsley. North Mersey will build on programmes like Shaping Sefton and Healthy Liverpool, which was set up in 2013 in response to the city's Mayoral Health Commission, and recommended some significant changes to the way local health services should be delivered, to address poor health and relieve pressure on services.

North Mersey is one of the most complex health systems in the country, with nine NHS providers of services, including two adult acute hospitals and a range of other trusts.

The main intention, set out in the North Mersey plan, is to reduce unnecessary hospital care and shift the balance towards a pro-active wellness system rather than a system which just treats illness. This shift to better care outside of hospital will enable hospital services to be improved and redesigned to meet the future needs of patients.

North Mersey LDS has a three year head start and is already working collaboratively to embed changes in services, both in communities and in hospital. The area is also a national exemplar for digital innovation in health, with ambitious schemes to establish shared electronic health records and to use assistive technology to help people manage their health conditions.

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*We have developed a strong partnership across our system so we can truly act as one to address the challenges we face in tackling poor health and inequalities; maintaining good services both in and outside of hospital and protecting the excellent specialist services on our patch which serve the whole of Cheshire and Merseyside.*

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**Katherine Sheerin**

Chief Officer,  
NHS Liverpool CCG





# What's Next?

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To be successful STPs must be developed with, and based upon the needs of local patients, carers and communities, and health and social care professionals must be effectively engaged with those plans.

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In preparing the Cheshire and Merseyside Plan local partner organisations have so far involved senior doctors and system leaders in drawing up ideas, and many more will be involved in developing the plans to take forward the four priorities for action.

The publication of the Cheshire and Merseyside STP on 16th November 2016 marks the start of further engagement on a way forward for local health and social care services.

Over the next weeks and months we will be talking to lots of people to ensure there is a good level of awareness and understanding about the need for change and to listen to ideas or concerns about any aspect of the plan as it currently stands.

Every partner organisation is committed to actively involving patients, carers, staff and local people in shaping future plans and ensuring they have their say on how services will look in the future. Any proposal to substantially change any service will be subject to thorough and detailed engagement and consultation with those people potentially affected by any suggested change.

We will only take forward proposals that are supported by strong clinical evidence and where we can demonstrate a positive impact in terms of quality, safety and sustainability.

The full STP document can be viewed on each of the following CCG websites:

[www.liverpoolccg.nhs.uk](http://www.liverpoolccg.nhs.uk)  
– North Mersey

[www.wirralccg.nhs.uk](http://www.wirralccg.nhs.uk)  
– Cheshire and Wirral

[www.warringtonccg.nhs.uk](http://www.warringtonccg.nhs.uk)  
– The Alliance

Follow us on NHS social media channels and look out for information about opportunities to find out more and get involved on our websites.

For any queries or comments please get in touch by emailing [mlcsu.cmstp@nhs.net](mailto:mlcsu.cmstp@nhs.net)





