

Integrated Care Board

Date of meeting	17 July 2024
Title of paper	Shaping Care Together – Case for Change
Presented by	Sarah O’Brien, Chief Nursing Officer
Author	Sarah James, Integration Place Leader (Central and West Lancashire)
Agenda item	15
Confidential	No

Executive summary

The Shaping Care Together (SCT) programme is a health and care transformation programme operating across Southport, Formby and West Lancashire. This partnership programme is supported by Mersey and West Lancashire Teaching Hospitals NHS Trust (MWL), NHS Cheshire and Merseyside Integrated Care Board (ICB) and NHS Lancashire and South Cumbria ICB. The aim is to improve the quality of care for local residents by exploring new ways of delivering services and utilising staff, money and buildings to maximum effect.

The programme has now produced a newly developed Case for Change, to enable the commencement of the pre-consultation engagement to gain insight from public, patients, staff and other key stakeholders to shape the options for this transformation programme. The programme will begin the pre-consultation engagement using the Case for Change in July 2024.

Recommendations

1. Review the draft Case for Change and approve the publication of the document and commencement of the pre-consultation engagement in July 2024.
2. Support the establishment of a Joint Committee of LSC ICB and C&M ICB for future decisions, noting that the terms of reference will be received for approval in September.

Which Strategic Objective/s does the report relate to:

Which Strategic Objective/s does the report relate to:		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	x
SO2	To equalise opportunities and clinical outcomes across the area	x
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	
SO4	Meet financial targets and deliver improved productivity	x
SO5	Meet national and locally determined performance standards and targets	x
SO6	To develop and implement ambitious, deliverable strategies	x

Implications				
	Yes	No	N/A	Comments
Associated risks		x		No risks raised at this stage for the ICB in relation to the Case for Change. Programme risks are held on a risk register which is monitored by the Programme Board
Are associated risks detailed on the ICB Risk Register?		x		
Financial Implications		x		No financial implications at this stage in relation to the case for change. Any financial implications will be worked up as we develop the pre consultation business case
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
Shaping Care Together Programme Board	3 rd April 2024		Members were asked to feedback on the content of the Case for Change with their respective organisations.	
ICB Board closed session	15 th May 2024		To be submitted to the ICB Board meeting held in public.	
C&M ICB Non-Executive Directors meeting	16 th May 2024		To be submitted to the ICB Board meeting held in public	
MWL Board closed session	29 th May 2024		Trust approval of the Case for Change document	
NHSE Stage 1 Sense Check Assurance Meeting	3 rd June 2024		Approved at NHSE Stage 1 sense check	
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed		x		QIA will be completed as part of the governance process
Equality impact assessment completed		x		Pre consultation equality analysis report completed, once the engagement and options

				appraisal commences full EIA to be finalised to understand impact
Data privacy impact assessment completed		x		

Report authorised by:	Sarah O'Brien Chief Nursing Officer
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Integrated Care Board

17 July 2024

Shaping Care Together- Case for Change

1. Introduction

- 1.1 Shaping Care Together (SCT) is a health and care transformation programme operating across Southport, Formby and West Lancashire. This partnership programme is a collaboration between Mersey and West Lancashire Teaching Hospitals NHS Trust (MWL), NHS Cheshire and Merseyside Integrated Care Board (ICB) and NHS Lancashire and South Cumbria ICB. Its aim is to improve the quality of care for local residents by exploring new ways of delivering services and utilising staff, money and buildings to maximum effect.
- 1.2 The Shaping Care Together programme has focused on the potential transformation of service provision in north Sefton and West Lancashire and has undertaken extensive engagement with local residents to gain views on future service provision.
- 1.3 Recovery post Covid-19 pandemic is ongoing and the Shaping Care Together programme has continued to engage and review its purpose in light of system changes. In July 2023, Southport and Ormskirk NHS Hospitals Trust and St. Helens and Knowsley Teaching Hospitals Trust came together as one Trust to form Mersey and West Lancashire Teaching Hospitals NHS Trust. This has provided an opportunity to review the scope of what is possible in terms of service development, as the case for change for bringing the Trusts together noted the potential to address some service challenges (for example, workforce and finance) across a wider footprint.
- 1.4 Following the formal creation of Mersey and West Lancashire Teaching Hospitals NHS Trust, our system partners agreed that a refresh of the programme was required and will initially focus on developing options for improving the provision of urgent and emergency care in Southport, Formby and West Lancashire.
- 1.5 The programme objectives for the first phase of the rescoped Shaping Care Together programme is to improve the safety and quality of urgent and emergency care in Southport, Formby and West Lancashire. In doing so we want to: -
 - Deliver sustainable, responsive urgent and emergency care services;
 - Improve the integration of services across the health and care system;
 - Deliver services close to the local community, wherever possible.

- 1.6 This does not mean that other services fall outside the remit of the programme, just that Phase 1 of the refreshed programme will focus on Urgent and Emergency Care in Southport, Formby and West Lancashire as a priority.
- 1.7 It is worth noting that the decision making is based on NHS England major service change guidance. This includes the approval of the Case for Change, and the approval of the Pre Consultation Business Case. The two ICBs have the remit with regards to approval, noting that the lead commissioner of Mersey and West Lancashire Teaching Hospitals Trust is C&M ICB and therefore this makes that ICB the lead commissioner in this programme.
- 1.8 Whilst this Case for Change (CfC) will be brought for formal approval by each ICB separately, it is considered that a Joint Committee of the two ICBs would provide a more effective vehicle for consideration and approval of the Pre Consultation Business Case later in the year, and therefore the board is asked to support the development of this. The programme timescale is working to February 2025 to approve the pre consultation business case, and therefore this would require the LSC ICB Board to approve the terms of reference for a Joint Committee in September 2024.

Proposed Programme Timeline	
Case for Change (in Part 2 LSC ICB meeting)	15 May 2024
Case for Change Approval in public LSC ICB	17 July 2024
Case for Change Approval in public C&M ICB	25 July 2024
Pre consultation engagement commences	<i>July – November 2024</i>
Terms of Reference for Joint Committee approved at board	<i>September 24</i>
Establishment of the Joint Committee of C&M ICB and LSC ICB	<i>October - November 2024</i>
Joint Committee considers options of formal decisions to consult	November 2024
Joint Committee considers the Pre Consultation Business Case	February 2025

- 1.9 The Joint Committee terms of reference would include the following in its scope. It will consider/ approve:
- Any Pre Consultation Business Case (assured by outcome of CfC engagement)
 - Public consultation outcomes and that the business case meets all relevant tests/stages.
 - Decision-making Case (decision making should be in public)

2 A Case for Change

- 1.1. A Case for Change comprehensively describes the current and future needs of the local population, the provision of local services and the key challenges facing the health and care system. It provides the platform for change and needs to present a compelling picture of what needs to change and why, as

well as linking to the benefits that the proposed service change will aim to deliver. It is a key requirement as outlined within the NHS England major service change guidance.

1.2. Using the Shaping Care Together Challenges and Opportunities paper, published in March 2021¹, and various publicly available information, the Case for Change has now been developed for the Shaping Care Together programme. Following months of development, input and feedback has been sought from the following key stakeholders:

1.3. Clinicians (inc. medical, nursing and AHP staff) from the following organisations:

- Mersey and West Lancashire Teaching Hospitals NHS Trust
 - Cheshire and Merseyside ICB
 - Lancashire and South Cumbria ICB
 - North West Ambulance Service NHS Trust
 - Mersey Care NHS Foundation Trust
 - HCRG Care Group
- C&M ICB commissioners
- L&SC commissioners
- NHS England (informally)
- The Consultation Institute
- SCT programme board
- SCT workstream leads (clinical, estates, finance, Business Intelligence , Communications and Engagement)
- Healthwatch
- Council for Voluntary Service
- Patients and public.

1.4. The process of involvement and engagement with public and patients in developing the Case for Change was presented to the ICB's Public Involvement and Engagement Advisory Committee on 26 June 2024. This covered how the case for change has been informed by insights from engagement and involvement previously undertaken and a summary of insights from focus groups of members of the public and community organisations which took place in May 2024 and how this is being used to inform this version of the case for change. Key themes from the public engagement related to information needing to be presenting using clear language and simple visuals, in addition to requests for realism and clear timelines which people felt are needed in order to build trust.

1.5. The next stage is the publication of the Case for Change, a 10 week period of pre-consultation engagement involving patients, public, staff and various key stakeholders in the shaping of future options for urgent and emergency care services in Southport, Formby and West Lancashire.

¹ [Shaping Care Together Programme Our Challenges and Opportunities](#)

1.6. However, it is worth noting that this does not signal any future board decisions/approvals of any options of formal decisions to consult – this formal decision point will be through the Joint Committee in November.

1.7 The Case for Change can be found at [Shaping Care Together – A Case for Change](#)

2. Conclusion

2.1. The Case for Change needs formal Board approval by all partner organisations. This was approved at the MWL closed board session on 29 May 2024, and to the C&M ICB public board on 25 July 2024.

3. Recommendations

3.1. The Board is requested to:

1. Review the draft Case for Change and approve the publication of the document and commencement of the pre-consultation engagement in July 2024.
2. Support the establishment of a Joint Committee of LSC ICB and C&M ICB for future decisions, noting that the terms of reference will be received for approval in September.

Sarah James

Integrated Place Leader (Central and West Lancashire)

3rd July 2024